



***FY13 Army Civilian
Attitude Survey***



***Civilian
Employees***

Total Army



**FY13 Army Civilian Attitude Survey
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Results for Employees**



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About This Report



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Survey Background – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 30 years, Army has periodically surveyed the morale of its workforce. In 2013 Army used a web-based version of the Army Civilian Attitude Survey. Slightly over 96,000 employees (supervisors and non-supervisors) "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of civilian incumbents in Appropriated Fund (APF), Non-appropriated Fund (NAF), and Local National (LN) positions. What follows are the results from this survey.

Survey Content – The Army Civilian Attitude Survey Results is composed of a series of core and supplemental items.

Composites – The survey includes a number of scaled items that were grouped into 18 composites. Each composite is made up of multiple core items. In the table below are the composite labels and a brief composite description.

Composite Label	Composite Description
Leadership and Management (q3a-q3j)	Employees' view of leadership and management above their level.
Supervision (q5a-q5h)	Employees' view of immediate supervisors.
Training and Development (q6a-q6f, q6h-q6j, q8)	Satisfaction with the opportunities employees have to participate in training and development.
Leadership Development (q9a-q9f)	Satisfaction with opportunities for leadership development.
Personal Work Experiences (q10a-q10p)	Employees' view of the actual work they do, feelings of accomplishment, and safety.
Performance Culture (q11a-q11l, q11n)	Extent to which employees feel that the culture supports high performance.
Supervisory Authority (q14a-q14e, q15a-q15f)	Supervisors' perceptions of their authority to carry out a variety of responsibilities.
Fairness (q16a-q16e)	Employees' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Career Plans (q19, q20a-q20c, q21a-q21c)	Report of employees' intentions around continuing to work for their organization and willingness to relocate.
Overall Satisfaction (q24a-q24k, q25a-q25b)	Employees' satisfaction with aspects of their current job.
Quality of Work Life (q26a-q26f, q27a-q27c)	Satisfaction with issues related to work life balance.
Your Organization (q28, q29a-q29k)	Employees' perceptions around organizational preparedness to perform mission and manage human resources.
Satisfaction with Civilian Human Resources (q31a-q31k, q32a-q32l, q33a-q33c)	Employees' overall satisfaction with the level of service received from the Human Resource Office.
Conditions for Engagement (q3c, q3e, q5c, q5f, q10a, q10f, q10i, q10k)	Employees' overall level of motivation, commitment, and alignment with organization goals.
HCF - Leadership & Knowledge Management (q3a-q3c, q3e, q3g, q5e, q5h, q10j, q10o, q10p, q24j, q24k)	Identifying and addressing leadership competencies so that continuity of leadership is ensured, knowledge is shared across the organization, and an environment of continuous learning is present.
HCF - Results-Oriented Performance Culture (q5a, q5b, q10c, q10e, q10g, q10h, q10n, q11b, q11d, q11i, q11k, q11l, q24d)	Having a diverse, results-oriented, high-performing workforce, as well as a performance management system that effectively plans, monitors, develops, rates, and rewards employee performance.
HCF - Talent Management (q3f, q5c, q6a, q6e, q10f, q10m, q24c)	Having quality people with the appropriate competencies in mission-critical activities.
HCF - Job Satisfaction (q10a, q10b, q10d, q24a, q24b, q24e, q24g)	Satisfaction with facets of the job such as pay, personal involvement, achievement, importance of work, and opportunities for advancement.



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Human Capital Framework (HCF) Indices

The HCF Indices were developed to help agencies meet the requirements of the Office of Personnel Management's (OPM) mandate under the Chief Human Capital Officers Act of 2002 to design systems, set standards, and develop metrics for assessing the management of Federal Employees. The Federal Employee Viewpoint Survey (FEVS) results provide information to evaluate Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. The OPM FEVS HCF items were included in the Army Civilian Attitude Survey. The items in the HCF indices compare the Army Civilian Attitude Survey results to the 2012 OPM FEVS results for Army, DoD, and Government. Percent differences between the Army Civilian Attitude Survey and the OPM FEVS results are specifically noted.

Supplemental Items – In addition to the core items and their composites, the civilian attitude survey included a series of *supplemental* items that deal with specific issues:

- Personnel Actions (q12-q13c)
- Discrimination (q17-q17b)
- Harassment (q18-q18b)
- Organizational Information (q34a-q34b,q35)

However, because these supplemental items included both nominal (e.g., yes/no) and scaled (5=Strongly Agree, 4=Agree....) response options, composite scores were not computed.

Results for all items (core, supplemental, and HCF) can be seen in the item detail section of the report immediately following the composite summary pages.



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Response Rates* – Participants were asked to take their survey electronically and an independent research and consulting firm processed the results. Of the approximately 250,332 Army civilian employees and supervisors who were invited to complete the attitude survey, 96,543 returned surveys for a 39% response rate. The response rate for overall Army allows results to be generalized at a 95% confidence level to ± 0.2 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.8% and 60.2% of the civilian employee population hold the same view.

In the following table, this same information is presented by Army Commands, Army Service Component Commands, and Direct Reporting Units, Race, Pay Plan, Gender, NAF, and LN.

	Population**	Responses	Response Rate***	Margin of Error +/-
TOTAL ARMY (including NAF)	250332	96543	39%	0.2
TOTAL ARMY (excluding NAF)	240053	92611	39%	0.3

Army Commands, Army Service Component Commands, and Direct Reporting Units †					
	Headquarters, Department of the Army	13664	6263	46%	0.9
	US Army Forces Command	3179	1421	45%	1.9
	US Army Training and Doctrine Command	12526	5909	47%	0.9
	US Army Materiel Command	65679	23834	36%	0.5
	US Army Cyber Command	196	84	43%	8.1
	US Army Central/Third Army	510	134	26%	7.3
	US Army North/Fifth Army	322	196	61%	4.4
	US Army South/Sixth Army	307	130	42%	6.5
	US Army Europe/Seventh Army	2054	912	44%	2.4
	US Army Pacific	1537	570	37%	3.3
	US Army Special Operations Command	1671	611	37%	3.2
	US Army Space and Missile Command	892	402	45%	3.6
	US Army Africa	190	108	57%	6.2
	US Army Network Enterprise and Technology Command	4928	2089	42%	1.6



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		Population**	Responses	Response Rate***	Margin of Error +/-
	US Army Medical Command	42583	15967	37%	0.6
	US Army Intelligence and Security Command	3189	1295	41%	2.1
	US Army Criminal Investigation Command	820	340	41%	4.1
	US Army Corps of Engineers	32540	10997	34%	0.8
	US Army Military District of Washington	423	124	29%	7.4
	US Army Test and Evaluation Command	4062	1836	45%	1.7
	United State Military Academy	804	300	37%	4.5
	US Army Reserve Command	8524	2542	30%	1.6
	US Army Acquisitions Support Center	5327	2351	44%	1.5
	US Army Installation Management Command	36445	15307	42%	0.6
	Joint Activities/NATO SHAPE	2578	800	31%	2.9
	US Army Accessions Command	2692	1149	43%	2.2
	US Military Entrance Processing Command	1937	556	29%	3.5
	US Army National Guard (Title 5 and Title 32)	753	316	42%	4.2

RACE (APF employees)*					
	Non-minority	170745	68290	40%	0.3
	Minority	78781	27861	35%	0.5

PAY PLAN‡					
	GS/GS Equivalents	184085	76297	41%	0.3
	Demonstration Projects	19672	7650	39%	0.9
	Wage Grade	30554	6670	22%	1.1
	SES	289	115	40%	7.1
	NAF	10279	3932	38%	1.2
	Other	3143	998	32%	2.6

GENDER					
	Female	97395	40161	41%	0.4
	Male	152937	56382	37%	0.3

NAF		10279	3932	38%	1.2
LN		988	429	43%	3.6

*Response rates for Army Commands, Army Service Component Commands, and Direct Reporting Units, Pay Plan and Gender refer to Appropriated Fund (APF) and Non-appropriated Fund (NAF) employees. Response rates for Race refer to Appropriated Fund (APF) employees only. Non-Appropriated Fund (NAF) and Local National (LN) response rates are also represented in the last two rows.



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**Population figures as of December, 2012. These population figures do not account for changes in employee headcounts during the survey administration period.

***Response rates were calculated using both database information and responses to Q1 (What is your current employment status with the Army?).

†The following command groups are comprised of multiple command codes (HQDA = SE, SB, SJ, SF, SA, CS; TRADOC = TC, TW; AMC = X1-XX; USAREUR = E1-EN).

‡Pay Plan groups are defined using the following pay plan codes (GS/GS Equivalents = GG, GL, GM, GS; Demonstration Projects = DB, DE, DJ, DK, NH, NJ, NK; Wage Grade = WA, WB, WD, WG, WJ, WK, WL, WN, WO, WR, WS, WT, WU, WY, XF, XG, XH; SES = EE, ES; NAF = NF, CY, NA, NL, NS, CC; Other = unlisted or missing).

If you have additional questions please contact Mr. Murray Mack at (703) 806-4881, (DSN 656-4881) or email murray.j.mack.civ@mail.mil.



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Item Scoring – To accurately interpret data, it is necessary to understand how items are scored. The multiple-choice (scaled) items asked employees to respond on a scale of 1-5 with 5 being most favorable (Strongly Agree; Very Good) and 1 being least favorable (Strongly Disagree; Very Poor). For these types of items, the five response categories were collapsed into three, as shown below. The percentage of responses in each category (Favorable, Neutral, Unfavorable) are then presented in 3-part bars.

FAVORABLE		NEUTRAL	UNFAVORABLE	
<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
<i>Very likely</i>	<i>Likely</i>	<i>Neither likely nor unlikely</i>	<i>Unlikely</i>	<i>Very unlikely</i>
<i>Very satisfied</i>	<i>Satisfied</i>	<i>Neither satisfied nor dissatisfied</i>	<i>Dissatisfied</i>	<i>Very dissatisfied</i>
<i>Very well</i>	<i>Well</i>	<i>Adequately</i>	<i>Poorly</i>	<i>Very poorly</i>
<i>Very well prepared</i>	<i>Well prepared</i>	<i>Neither well nor poorly prepared</i>	<i>Poorly prepared</i>	<i>Very poorly prepared</i>
5	4	3	2	1



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Organization of the Report – Results for each group and sub-group in this report are compared to Army Overall.

Results are presented in the following sections:

- ☐ **Results Summary:** This section contains overall summary information which includes:
 - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for overall Army and for the subgroup comparison.
 - ✓ Composite summaries: A quick overview of the Composite results for overall Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites.
- ☐ **Item Detail:** This section provides a detailed look at results for each question, including a composite summary at the beginning of each group of items.
 - ✓ For the scaled items (5=Strongly Agree, 4=Agree....), three-part bar graphs again display percentages of favorable, neutral, and unfavorable responses. In addition, the Category Percent column details the percentage of responses in each category, while the other columns display percent favorable from 2010 and 2006, item means, standard deviations, and the valid number of responses to each item.
 - ✓ For the nominal items (e.g., yes/no), the percentage of individuals selecting each response option is displayed by columns.
 - ✓ Due to rounding in the three-part bar graphs, the percentage values may not always add up to 100%.
 - ✓ Because of space limitations, bars containing low percentages might not have enough room to display the number and/or percent sign.

SPECIAL NOTE:

Survey line item breakouts cover Army organizations with at least 50 employees and 10 survey respondents. Organizations with fewer than 50 employees have been combined in an "other" category. If fewer than 10 respond for an organization with 50 or more employees, that information is only included in parent level organizations (e.g., higher level commands up to the Total Army). When interpreting the data, note the number of respondents listed in the column titled "# Resp." Consider the number of employees who responded to the survey and how it compares with the total number of employees working in your group/organization. For data results in which a small number and/or a small percentage of employees responded, results should be interpreted with caution. Responses to questions from a small sample of your group/organization should not be interpreted as being indicative of the beliefs of your entire group/organization. In interpreting the data, it is important to respect the feedback that you received from those who took time to complete the survey, yet do not assume that those who did not respond to the survey feel the same way. Responses with fewer than 25 or 30 people should be examined with particular care: In these cases look at the results as the number of people in your group/organization who feel that way and not as percentages of the population. In groups this small, a few people can have a disproportional impact on the percentages reported, thus creating misleading interpretations of the percentages.



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Interpreting the Results: Surveys are valuable when data are analyzed, results are communicated to employees, and information is acted upon in the spirit of continuous improvement. The purpose of this section is to provide some general guidelines on interpreting data. The guidelines below are consistent with well-established industry standards for employee opinion survey research.

Begin by getting an overview of the results by reviewing the 10 Most Favorable/10 Most Unfavorable Items. Then use the following steps to thoroughly interpret the survey results.

1. Using the information in the Results Summary section, classify the Composites using the following criteria:

Strengths: At least 50% favorable response AND less than 20% unfavorable response. These are the issues that are working well for the majority of respondents, and should be maintained and reinforced.

Opportunities for Improvement: 30% or higher unfavorable response OR at least 20% unfavorable and less than 45% favorable response. These are the issues where action is indicated, either because the negative perceptions are large (over one-third of the group) or are large enough to overbalance a relatively small positive group.

Mixed: Mixed Items are items for which additional examination/clarification is needed to determine the best actions to take. A classic Mixed Item is one that doesn't fall neatly into either the Strength or Opportunities for Improvement category, e.g., 47% favorable/ 26% neutral/ 27% unfavorable.

Undecided: If the neutral category is 35% or more, the issue is *undecided*, which may be the result of respondents' unfamiliarity with the issue, concerns about confidentiality, inconsistency, or perceptions of the issue as "average." In certain cases, *undecided* items may also be **Opportunities for Improvement**.

Divided: If the favorable and unfavorable percents are almost equal, or there is almost no neutral (e.g., 55% favorable/ 5% neutral/ 40% unfavorable), the issue is *divided*, which indicates that specific constituencies feel differently. This is less threatening in large groups, but in small groups may indicate that teamwork and morale are in danger. In many cases, *divided* items are also **Opportunities for Improvement**.

2. Review the items within each Composite and classify them using the same criteria you used to classify the Composites.

3. Look for themes within Composites. For each Composite, examine your classification of the items and determine whether all of the strengths or opportunities have anything in common.

4. Look for trends across Composites. Sometimes themes or patterns emerge that cross several survey Composites. Ask yourself:

- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are first-line supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number of Composites? If they are from a number of different Composites, is there a common underlying theme?



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- 1. Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, Career Plans), problems in these areas could impact other areas such as **Performance Culture** or **Training and Development**.
- 2. Dealing with perceptions.** Keep in mind that survey results reflect perceptions, which differ from one person to another. You must deal with the perception, whether or not you agree with or understand its source. Do not expect to understand what everything means. You should get clarification on issues with high neutral responses, contradictory responses, and divided responses by discussing those issues with your immediate group of employees. Many internal and external events, including organizational changes, policy changes, the local economy, and recent news events may have contributed to the results. You should not use these events to rationalize your results, but consider them as potential areas of discussion.
- 3. Additional Support.** For more information regarding these results and how you may better utilize the information, please phone Mr. Murray Mack at (703) 806-4881, (DSN 656-4881) or email murray.j.mack.civ@mail.mil.



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Response Rates

<u>Group Name</u>	<u>Responses</u>	<u>Population</u>	<u>Resp Rate</u>
Total Army	96543	250332	39%
Supervisors	18998	37355	51%
Non-Supervisors	77545	212977	36%



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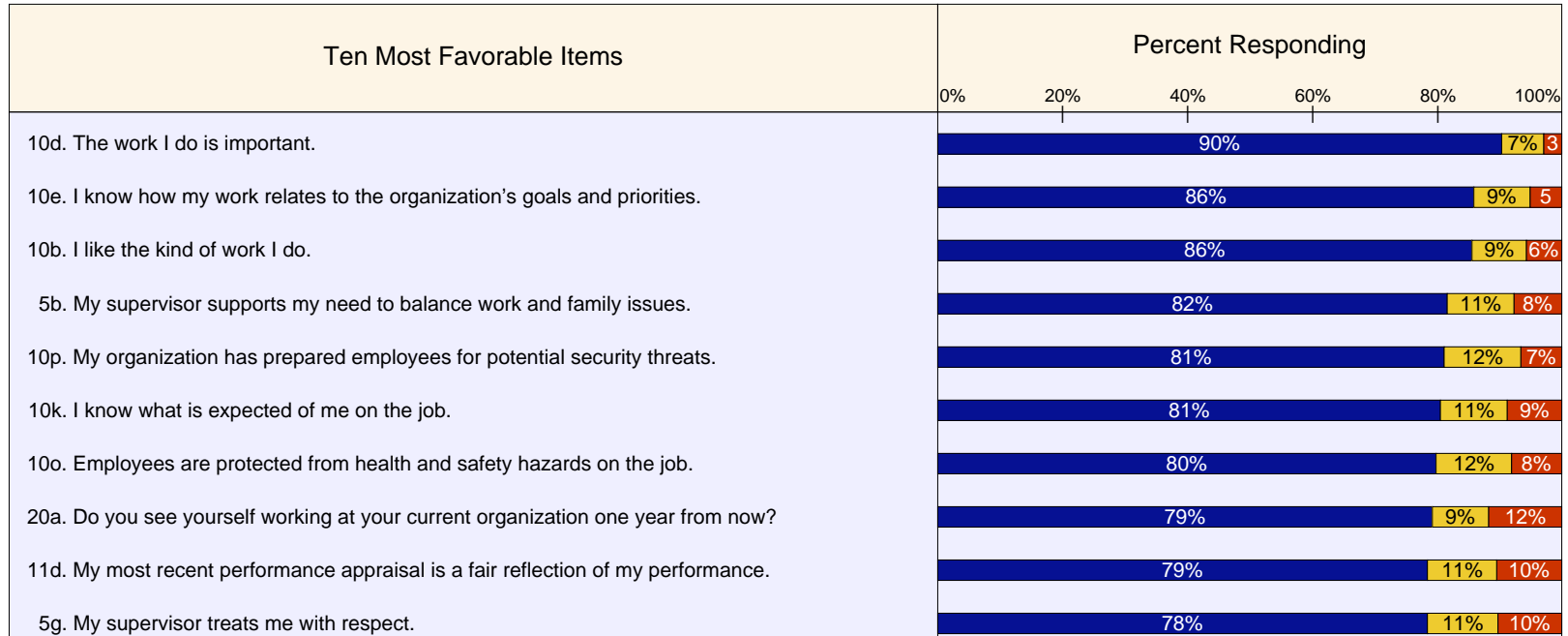
Results Summary



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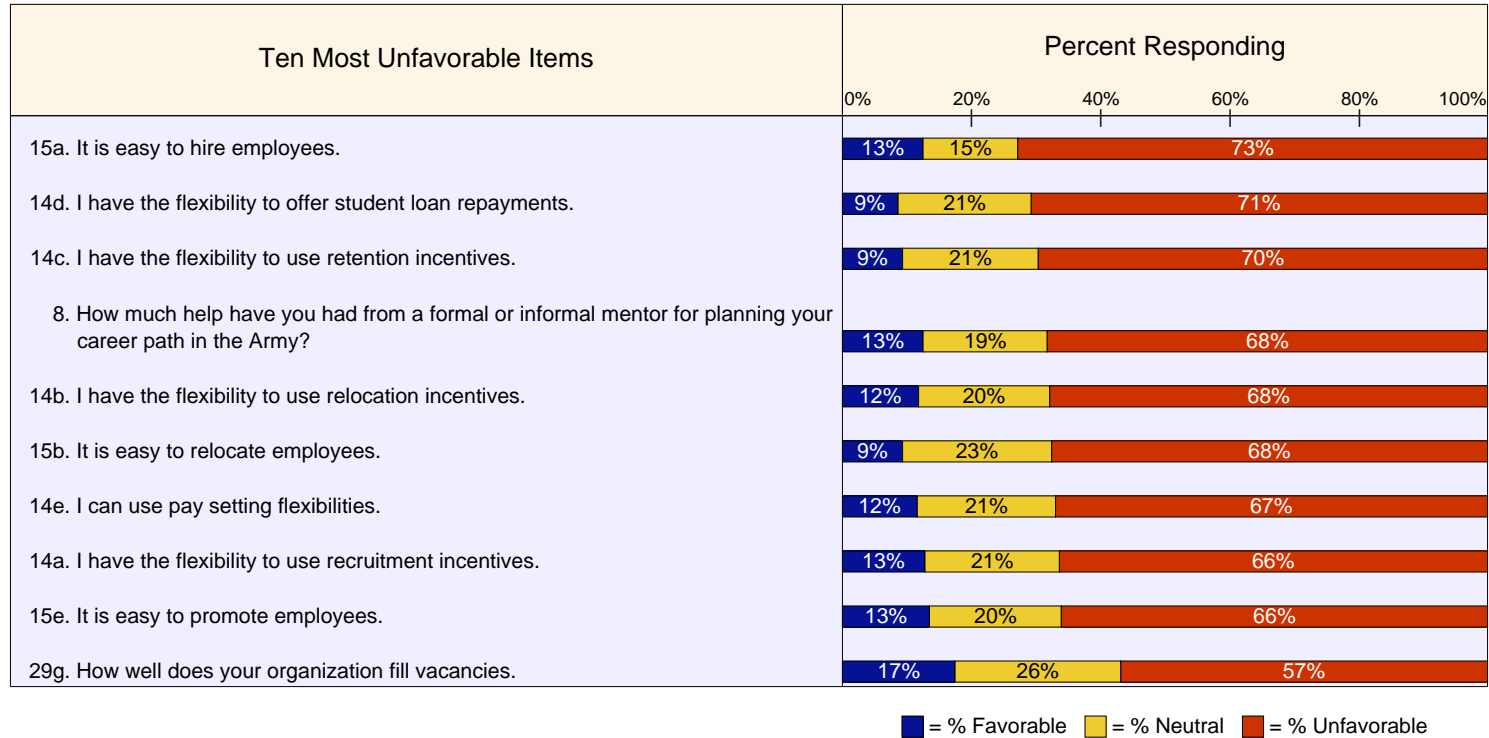


■ = % Favorable ■ = % Neutral ■ = % Unfavorable



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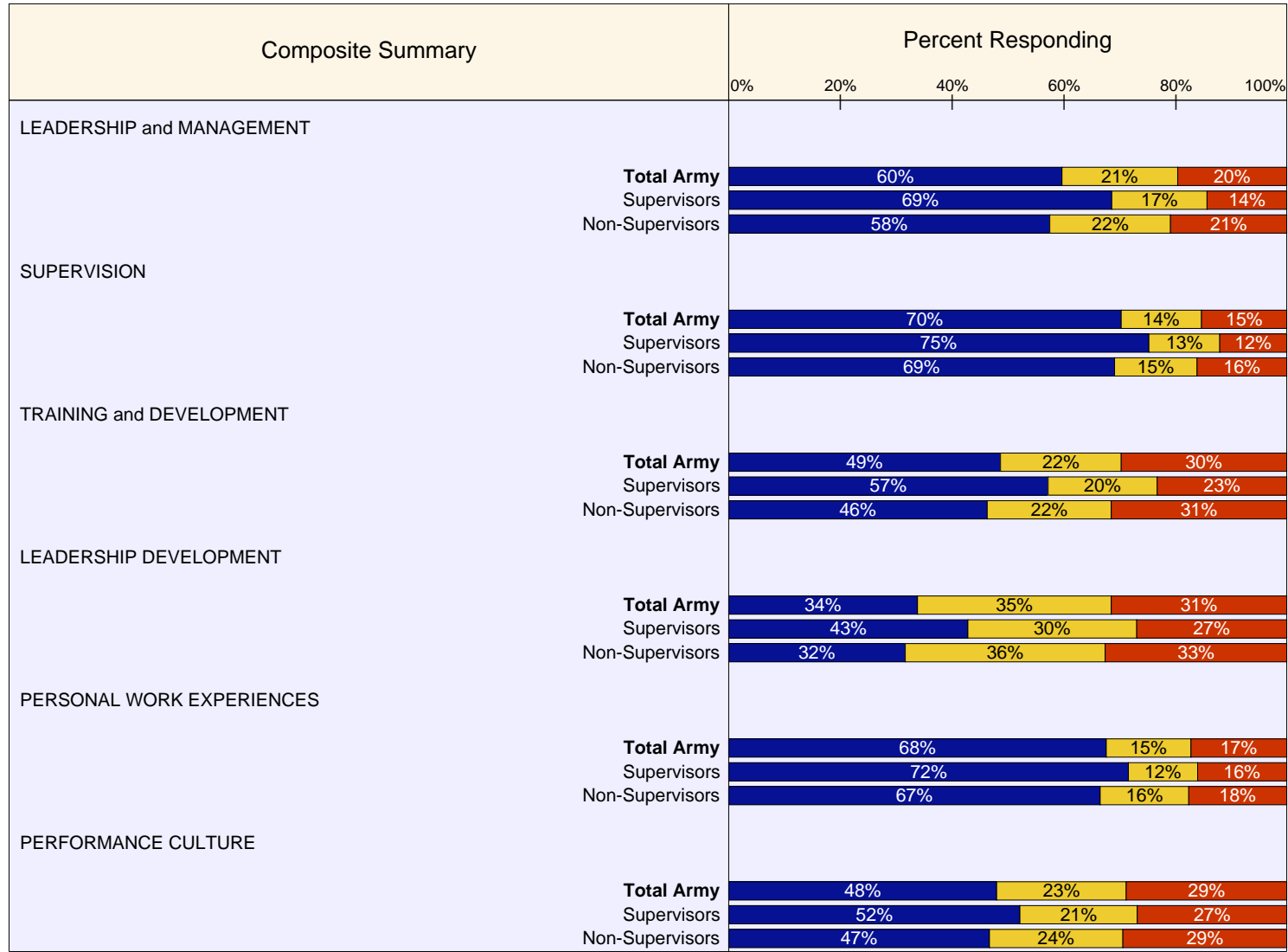




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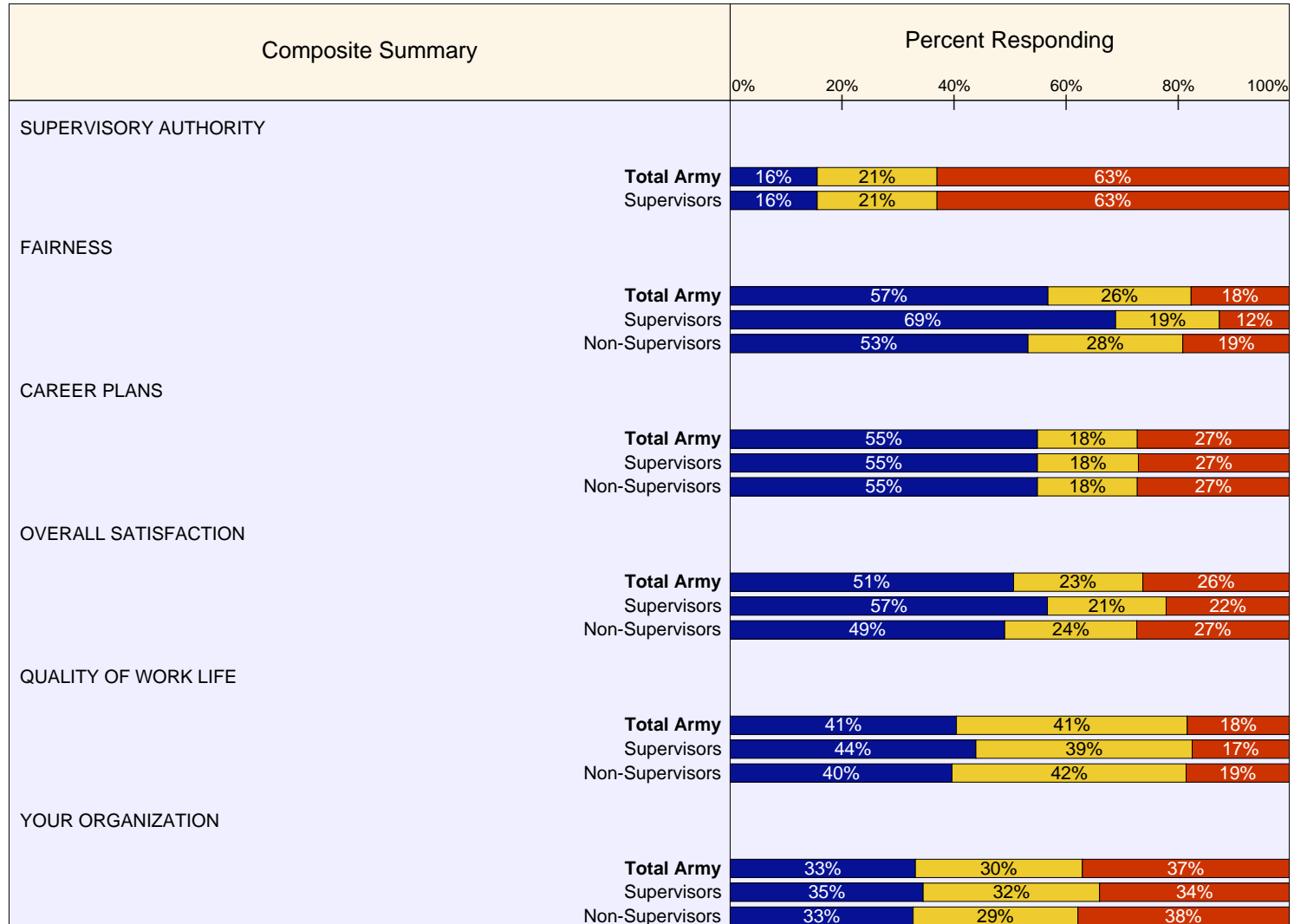
■ = % Favorable ■ = % Neutral ■ = % Unfavorable



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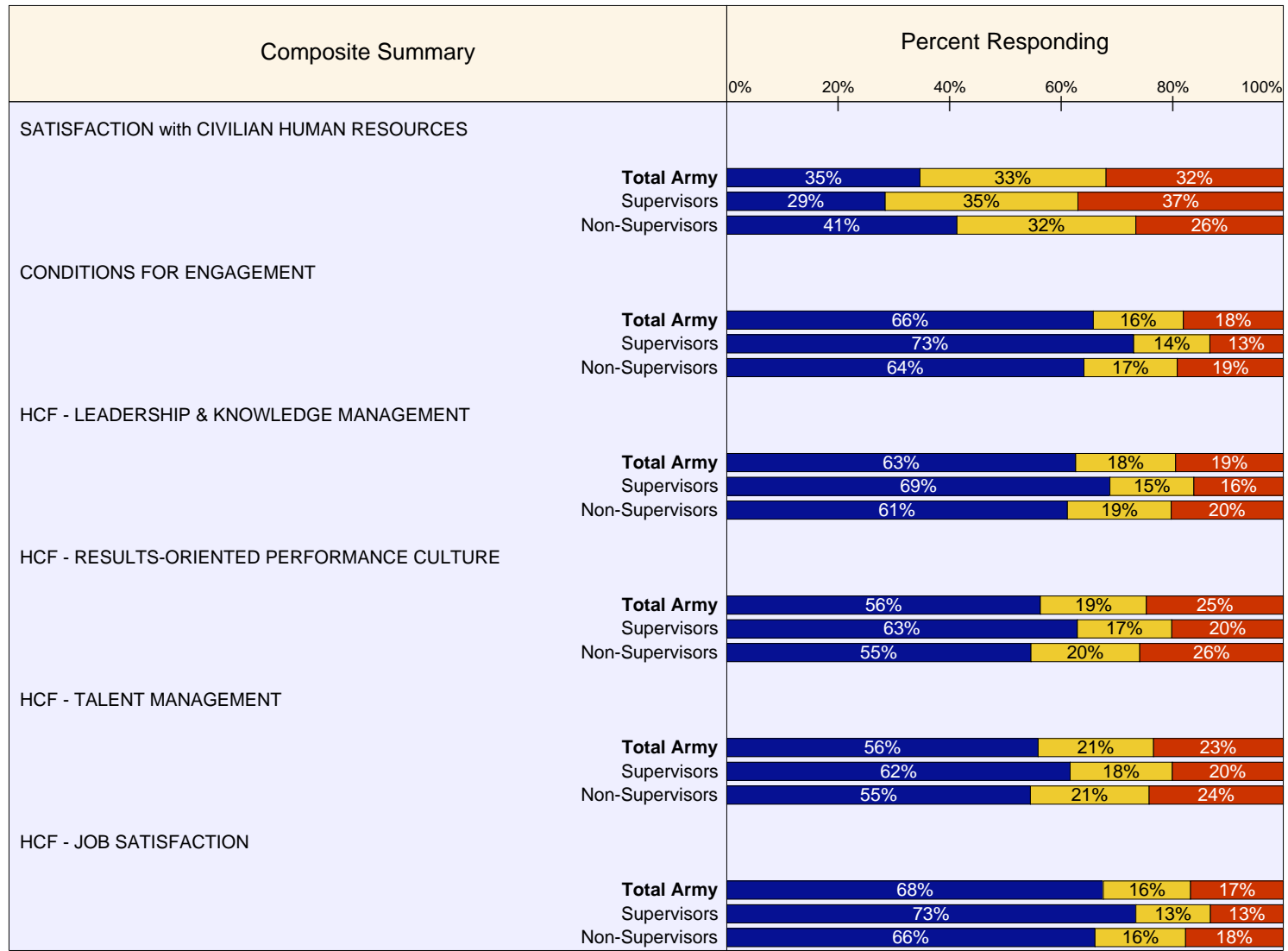
■ = % Favorable ■ = % Neutral ■ = % Unfavorable



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■ = % Favorable ■ = % Neutral ■ = % Unfavorable



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Item Detail



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Item Detail	# Resp	Non-Supervisory (Employee/Team Leader)	Supervisory (Supervisor, Manager, Executive)	Contractor (not a federal employee)
CURRENT EMPLOYMENT STATUS				
1. What is your current employment status with the Army?				
Total Army	96425	80%	20%	0%
Supervisors	18882	0%	100%	0%
Non-Supervisors	77543	100%	0%	0%



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Item Detail	# Resp	Yes	No
CURRENT EMPLOYMENT STATUS			
2. Are you a Reemployed Annuitant?			
Total Army	86250	3%	97%
Supervisors	16415	3%	97%
Non-Supervisors	69835	3%	97%



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Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
LEADERSHIP and MANAGEMENT																	
3a. Managers/Supervisors/Team Leaders work well with employees of different backgrounds.																	
Total Army	87860	69%					16%	15%	22	47	16	9	6	-3	-6	3.70	1.09
Supervisors	16880	83%					9%	8%	29	53	9	5	2	-2	-1	4.02	0.90
Non-Supervisors	70980	66%					17%	17%	20	46	17	10	7	-3	-7	3.62	1.11
3b. I have a high level of respect for my organization's senior leaders.																	
Total Army	88365	58%					19%	23%	19	38	19	13	10	-3	-2	3.44	1.22
Supervisors	16841	64%					17%	19%	23	41	17	11	8	-3	-4	3.61	1.18
Non-Supervisors	71524	56%					20%	24%	18	38	20	13	10	-3	-2	3.40	1.23
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																	
Total Army	87927	45%					24%	31%	12	32	24	18	13	-3	-5	3.13	1.22
Supervisors	16796	52%					23%	25%	14	38	23	16	9	-3	-7	3.33	1.16
Non-Supervisors	71131	43%					24%	32%	12	31	24	19	14	-3	-4	3.09	1.23
3d. Managers/Supervisors deal effectively with reports of prejudice and discrimination.																	
Total Army	72623	58%					24%	17%	20	38	24	9	8	-1	-3	3.53	1.15
Supervisors	15422	75%					16%	10%	30	45	16	6	4	0	-2	3.91	1.01
Non-Supervisors	57201	54%					27%	19%	18	36	27	10	9	-1	-4	3.43	1.17
3e. Managers communicate the goals and priorities of the organization.																	
Total Army	87926	62%					18%	20%	16	46	18	13	8	-2	--	3.50	1.14
Supervisors	16811	70%					15%	14%	20	50	15	10	5	-2	--	3.71	1.04
Non-Supervisors	71115	60%					19%	22%	15	44	19	13	8	-2	--	3.45	1.15

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



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Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
LEADERSHIP and MANAGEMENT																	
3f. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.																	
Total Army	87844	73%14%13%					20	52	14	9	4	-1	--	3.76	1.01		
Supervisors	16813	78%12%10%					23	55	12	8	3	-1	--	3.87	0.94		
Non-Supervisors	71031	72%15%14%					20	52	15	9	5	-1	--	3.73	1.02		
3g. Managers review and evaluate the organization's progress toward meeting its goals and objectives.																	
Total Army	83891	62%22%16%					15	47	22	10	6	-2	--	3.56	1.05		
Supervisors	16585	70%18%12%					18	52	18	9	4	-2	--	3.71	0.97		
Non-Supervisors	67306	61%23%17%					15	46	23	11	6	-2	--	3.53	1.06		
3h. There are generally good relationships between the union(s) and management here.																	
Total Army	57101	46%37%18%					11	34	37	9	9	-1	-17	3.31	1.06		
Supervisors	12237	55%31%13%					13	42	31	8	6	0	-8	3.50	1.00		
Non-Supervisors	44864	43%38%19%					10	32	38	9	9	-1	--	3.25	1.07		
3i. My organization's leaders maintain high standards of honesty and integrity.																	
Total Army	86237	58%21%21%					19	39	21	11	10	--	--	3.46	1.21		
Supervisors	16650	68%17%15%					25	42	17	9	6	--	--	3.72	1.12		
Non-Supervisors	69587	56%22%22%					18	38	22	11	11	--	--	3.40	1.22		
3j. Overall, the manager above my immediate supervisor is doing a good job.																	
Total Army	86855	62%18%20%					22	40	18	11	9	--	--	3.54	1.20		
Supervisors	16671	68%16%16%					26	42	16	9	7	--	--	3.72	1.14		
Non-Supervisors	70184	60%19%21%					21	40	19	11	10	--	--	3.50	1.21		

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



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Item Detail	# Resp	Military	Civilian
SUPERVISION			
4. Is your immediate supervisor military or civilian?			
Total Army	84038	17%	83%
Supervisors	16842	24%	76%
Non-Supervisors	67196	15%	85%



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Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
SUPERVISION																	
5a. Discussions with my supervisor about my performance are worthwhile.																	
Total Army	87325	67%					16%	17%	26	41	16	10	7	-2	+6	3.69	1.17
Supervisors	17520	71%					15%	14%	28	43	15	9	6	-1	+5	3.79	1.11
Non-Supervisors	69805	66%					16%	18%	26	41	16	10	8	-2	+7	3.66	1.19
5b. My supervisor supports my need to balance work and family issues.																	
Total Army	87171	82%					11%	8%	41	41	11	4	4	0	--	4.11	1.00
Supervisors	17506	84%					10%	6	43	41	10	4	3	+1	--	4.18	0.94
Non-Supervisors	69665	81%					11%	8%	40	41	11	4	4	0	--	4.09	1.01
5c. Supervisors/Team Leaders in my work unit support employee development.																	
Total Army	87238	70%					15%	15%	29	41	15	8	6	-2	+2	3.78	1.13
Supervisors	17559	78%					12%	9%	32	47	12	6	3	-2	-1	3.97	0.98
Non-Supervisors	69679	68%					16%	16%	28	40	16	9	7	-2	+3	3.73	1.16
5d. Decisions in my organization are done in a timely manner.																	
Total Army	87202	53%					20%	26%	17	36	20	16	11	--	--	3.34	1.23
Supervisors	17591	59%					18%	23%	19	40	18	15	8	--	--	3.47	1.19
Non-Supervisors	69611	52%					21%	27%	17	35	21	16	11	--	--	3.30	1.24
5e. I have trust and confidence in my supervisor.																	
Total Army	87823	67%					15%	18%	31	36	15	9	9	-2	--	3.71	1.24
Supervisors	17610	73%					13%	14%	35	38	13	8	6	0	--	3.88	1.16
Non-Supervisors	70213	66%					16%	19%	30	36	16	9	10	-2	--	3.67	1.26

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
SUPERVISION																	
5f. My supervisor listens to what I have to say.																	
Total Army	87784	74%					13%	14%	33	40	13	7	7	0	--	3.87	1.15
Supervisors	17617	79%					11%	10%	38	40	11	6	5	+1	--	4.02	1.07
Non-Supervisors	70167	72%					13%	15%	32	40	13	8	7	0	--	3.83	1.17
5g. My supervisor treats me with respect.																	
Total Army	87987	78%					11%	10%	38	40	11	5	5	--	--	4.01	1.08
Supervisors	17624	83%					9%	8%	43	40	9	4	4	--	--	4.14	1.01
Non-Supervisors	70363	77%					12%	11%	37	41	12	5	6	--	--	3.97	1.10
5h. Overall, my immediate supervisor/team leader is doing a good job.																	
Total Army	87722	72%					14%	14%	34	37	14	7	7	-1	0	3.84	1.18
Supervisors	17606	77%					12%	11%	38	38	12	6	5	0	0	3.99	1.09
Non-Supervisors	70116	70%					15%	15%	33	37	15	8	8	-1	0	3.81	1.19

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
TRAINING and DEVELOPMENT																
6a. My training needs are assessed.																
Total Army	87197	53%23%25%					12	41	23	16	8	-5	--	3.32	1.13	
Supervisors	17505	56%22%22%					12	44	22	15	6	+1	--	3.41	1.09	
Non-Supervisors	69692	52%23%25%					12	41	23	16	9	-7	--	3.29	1.14	
6b. I have received sufficient training to be competitive for jobs at the next higher level.																
Total Army	86968	48%22%30%					13	35	22	19	11	-4	-3	3.18	1.21	
Supervisors	17443	57%20%23%					16	42	20	15	7	-2	-3	3.43	1.14	
Non-Supervisors	69525	45%22%32%					12	33	22	20	12	-4	-2	3.12	1.22	
6c. I am satisfied with the career progression opportunities available to me.																
Total Army	87109	41%22%38%					10	31	22	21	17	-9	-2	2.96	1.26	
Supervisors	17444	53%20%27%					14	39	20	16	11	-4	-1	3.29	1.21	
Non-Supervisors	69665	38%22%40%					9	29	22	22	18	-10	-2	2.88	1.26	
6d. The Army invests adequate resources for training and developing its civilian workforce.																
Total Army	85880	48%22%30%					11	36	22	18	12	+1	--	3.16	1.21	
Supervisors	17385	51%20%30%					13	38	20	18	11	-8	--	3.23	1.21	
Non-Supervisors	68495	47%23%30%					11	36	23	18	13	+3	--	3.15	1.20	
6e. I am given a real opportunity to improve my skills in my organization.																
Total Army	87529	47%24%29%					12	36	24	17	11	-6	--	3.19	1.19	
Supervisors	17536	56%22%21%					14	42	22	14	7	-5	--	3.42	1.12	
Non-Supervisors	69993	45%24%30%					11	34	24	18	12	-6	--	3.14	1.20	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
TRAINING and DEVELOPMENT																	
6f. I have received sufficient training to be a supervisor or manager.																	
Total Army	17476	73%					15%	11%	23	51	15	7	4	0	-6	3.81	0.99
Supervisors	17476	73%					15%	11%	23	51	15	7	4	0	-6	3.81	0.99
6g. I am interested in receiving training in skills related to but different from those I use on my current job.																	
Total Army	87266	73%					18%	8%	27	46	18	6	2	-2	--	3.90	0.95
Supervisors	17463	68%					22%	10%	22	46	22	8	2	-1	--	3.78	0.95
Non-Supervisors	69803	74%					18%	8%	29	46	18	6	2	-2	--	3.93	0.94
6h. I know what training I need to advance my career with the Army.																	
Total Army	86279	63%					21%	16%	17	46	21	12	4	-2	--	3.60	1.04
Supervisors	17383	72%					17%	11%	20	52	17	8	3	-1	--	3.78	0.95
Non-Supervisors	68896	61%					21%	17%	16	45	21	12	5	-2	--	3.55	1.06
6i. I know what developmental experiences I need to advance my career with the Army.																	
Total Army	86057	61%					22%	18%	16	45	22	13	5	-1	--	3.54	1.05
Supervisors	17383	69%					18%	12%	19	50	18	9	3	-2	--	3.72	0.97
Non-Supervisors	68674	59%					22%	19%	15	44	22	14	5	-1	--	3.50	1.07
6j. I can find sources for all types of training.																	
Total Army	86515	61%					23%	17%	14	46	23	12	5	--	--	3.53	1.04
Supervisors	17425	69%					19%	13%	17	51	19	9	3	--	--	3.70	0.98
Non-Supervisors	69090	59%					24%	18%	14	45	24	12	5	--	--	3.49	1.05

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Yes	No
TRAINING and DEVELOPMENT			
7. Do you know which Army career program you are in?			
Total Army	88017	73%	27%
Supervisors	17581	84%	16%
Non-Supervisors	70436	70%	30%



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	No help	A little help	A moderate amount of help	A lot of help	A great deal of help
TRAINING and DEVELOPMENT						
8. How much help have you had from a formal or informal mentor for planning your career path in the Army?						
Total Army	87913	44%	24%	19%	8%	4%
Supervisors	17578	37%	25%	22%	11%	5%
Non-Supervisors	70335	46%	24%	18%	8%	4%



FY13 Army Civilian Attitude Survey
Total Army
Results for Employees



Item Detail	# Resp	Yes	No	Not sure
LEADERSHIP DEVELOPMENT				
9. Are you interested in advancing to a leadership position within the Army?				
Total Army	69597	57%	20%	23%
Non-Supervisors	69597	57%	20%	23%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
LEADERSHIP DEVELOPMENT																
9a. The priority your organization places on leader development																
Total Army	87462	<div><div></div><div></div><div></div></div>					7	30	35	20	8	+2	--	3.09	1.05	
Supervisors	17296	<div><div></div><div></div><div></div></div>					10	38	28	16	8	+3	--	3.26	1.09	
Non-Supervisors	70166	<div><div></div><div></div><div></div></div>					7	28	37	20	8	+3	--	3.05	1.03	
9b. The quality of available leader development training																
Total Army	86662	<div><div></div><div></div><div></div></div>					7	29	37	20	7	+1	--	3.08	1.02	
Supervisors	16960	<div><div></div><div></div><div></div></div>					9	38	28	17	7	+3	--	3.26	1.07	
Non-Supervisors	69702	<div><div></div><div></div><div></div></div>					6	26	40	21	7	+2	--	3.03	1.00	
9c. Developmental assignments that give you experience in other functions in the organization.																
Total Army	86565	<div><div></div><div></div><div></div></div>					6	26	36	23	9	0	--	2.98	1.05	
Supervisors	16922	<div><div></div><div></div><div></div></div>					8	31	33	19	9	+1	--	3.09	1.09	
Non-Supervisors	69643	<div><div></div><div></div><div></div></div>					6	25	37	23	9	+1	--	2.95	1.04	
9d. The availability of opportunities to expand the range of your skills																
Total Army	86861	<div><div></div><div></div><div></div></div>					7	28	31	24	10	-1	--	2.98	1.08	
Supervisors	17199	<div><div></div><div></div><div></div></div>					8	35	29	19	9	-1	--	3.15	1.10	
Non-Supervisors	69662	<div><div></div><div></div><div></div></div>					6	26	32	25	10	0	--	2.94	1.08	
9e. The help you have received to plan your career path																
Total Army	87234	<div><div></div><div></div><div></div></div>					6	22	33	25	14	+3	--	2.80	1.11	
Supervisors	17283	<div><div></div><div></div><div></div></div>					7	28	32	20	13	+2	--	2.94	1.13	
Non-Supervisors	69951	<div><div></div><div></div><div></div></div>					5	21	33	26	14	+3	--	2.77	1.10	

■ = % Favorable (Satisfied) ■ = % Neither satisfied/dissatisfied ■ = % Unfavorable (Dissatisfied)



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2	1				
LEADERSHIP DEVELOPMENT																
9f. The way your supervisor creates or calls attention to leader development opportunities																
Total Army	87175	<div><div></div><div></div><div></div></div>					8	27	36	19	10	+3	--	3.04	1.10	
Supervisors	17182	<div><div></div><div></div><div></div></div>					11	34	32	14	9	+4	--	3.25	1.10	
Non-Supervisors	69993	<div><div></div><div></div><div></div></div>					8	25	37	20	11	+3	--	2.99	1.09	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
PERSONAL WORK EXPERIENCES																	
10a. My work gives me a feeling of personal accomplishment.																	
Total Army	86288	77%					11%	11%	31	47	11	6	5	-1	--	3.92	1.05
Supervisors	17211	83%					8%	8%	37	46	8	5	3	-2	--	4.09	0.97
Non-Supervisors	69077	76%					12%	12%	29	47	12	7	5	-1	--	3.88	1.07
10b. I like the kind of work I do.																	
Total Army	86171	86%					9%	6	40	46	9	4	2	-1	--	4.18	0.89
Supervisors	17193	90%					6	4	47	43	6	3	1	-1	--	4.32	0.80
Non-Supervisors	68978	85%					9%	6	38	46	9	4	2	-1	--	4.15	0.90
10c. Creativity and innovation are rewarded.																	
Total Army	85175	47%					24%	29%	16	31	24	17	13	-2	-2	3.21	1.26
Supervisors	17134	54%					23%	24%	20	34	23	15	9	-3	-8	3.41	1.21
Non-Supervisors	68041	45%					24%	31%	15	30	24	17	14	-2	0	3.16	1.26
10d. The work I do is important.																	
Total Army	85693	90%					7%	3	47	43	7	2	1	-1	--	4.33	0.78
Supervisors	17123	94%					4	1	55	39	4	1	1	-1	--	4.47	0.69
Non-Supervisors	68570	89%					7%	3	45	44	7	2	1	-1	--	4.30	0.80
10e. I know how my work relates to the organization's goals and priorities.																	
Total Army	85807	86%					9%	5	39	47	9	3	2	-1	--	4.18	0.86
Supervisors	17162	91%					6	3	48	43	6	2	1	-1	--	4.34	0.78
Non-Supervisors	68645	85%					10%	5	37	48	10	3	2	-1	--	4.14	0.88

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-- No history data available

* Any item marked with an asterisk within this composite is phrased such that Disagree is a FAVORABLE response and is shown under the % Favorable (Agree) category



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERSONAL WORK EXPERIENCES																
10f. My talents are used well in the workplace.																
Total Army	85815	63%17%21%					24	39	17	12	9	-2	--	3.57	1.22	
Supervisors	17167	73%13%14%					31	42	13	9	6	-2	--	3.83	1.13	
Non-Supervisors	68648	60%18%22%					22	38	18	12	10	-2	--	3.50	1.24	
10g. The people I work with cooperate to get the job done.																
Total Army	85994	73%14%13%					27	46	14	8	5	-1	--	3.81	1.08	
Supervisors	17173	79%11%10%					32	48	11	6	4	-1	--	3.98	0.99	
Non-Supervisors	68821	71%15%14%					25	46	15	8	6	-1	--	3.76	1.10	
10h. Employees have a feeling of personal empowerment with respect to work processes.																
Total Army	84630	51%24%25%					16	36	24	15	10	-2	--	3.31	1.20	
Supervisors	17049	62%19%18%					20	43	19	12	7	-2	--	3.57	1.13	
Non-Supervisors	67581	48%25%27%					15	34	25	15	11	-2	--	3.25	1.21	
10i. I feel encouraged to come up with better ways of doing things.																
Total Army	85824	57%20%23%					21	36	20	13	10	-4	--	3.45	1.23	
Supervisors	17183	67%17%17%					27	40	17	10	7	-4	--	3.70	1.16	
Non-Supervisors	68641	54%21%25%					19	35	21	14	11	-4	--	3.38	1.25	
10j. My workload is reasonable.																
Total Army	85820	62%15%23%					16	47	15	13	10	-2	--	3.45	1.19	
Supervisors	17141	56%14%30%					14	42	14	17	13	-2	--	3.27	1.27	
Non-Supervisors	68679	64%15%21%					16	48	15	12	9	-2	--	3.50	1.16	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERSONAL WORK EXPERIENCES																
10k. I know what is expected of me on the job.																
Total Army	85933	<div><div></div><div></div><div></div><div></div><div></div></div> 81% <div><div></div><div></div><div></div><div></div><div></div></div> 11% <div><div></div><div></div><div></div><div></div><div></div></div> 9%					28	53	11	5	3	0	--	3.97	0.95	
Supervisors	17140	<div><div></div><div></div><div></div><div></div><div></div></div> 82% <div><div></div><div></div><div></div><div></div><div></div></div> 10% <div><div></div><div></div><div></div><div></div><div></div></div> 8%					30	52	10	5	3	0	--	4.01	0.93	
Non-Supervisors	68793	<div><div></div><div></div><div></div><div></div><div></div></div> 80% <div><div></div><div></div><div></div><div></div><div></div></div> 11% <div><div></div><div></div><div></div><div></div><div></div></div> 9%					28	53	11	5	3	0	--	3.96	0.95	
10l. There is a sufficient number of people to do the work.																
Total Army	85297	<div><div></div><div></div><div></div><div></div><div></div></div> 44% <div><div></div><div></div><div></div><div></div><div></div></div> 17% <div><div></div><div></div><div></div><div></div><div></div></div> 39%					12	33	17	21	18	--	--	2.98	1.31	
Supervisors	17111	<div><div></div><div></div><div></div><div></div><div></div></div> 36% <div><div></div><div></div><div></div><div></div><div></div></div> 14% <div><div></div><div></div><div></div><div></div><div></div></div> 50%					9	26	14	26	25	--	--	2.70	1.34	
Non-Supervisors	68186	<div><div></div><div></div><div></div><div></div><div></div></div> 46% <div><div></div><div></div><div></div><div></div><div></div></div> 17% <div><div></div><div></div><div></div><div></div><div></div></div> 36%					12	34	17	20	17	--	--	3.06	1.30	
10m. My work unit is able to recruit people with the right skills.																
Total Army	81585	<div><div></div><div></div><div></div><div></div><div></div></div> 35% <div><div></div><div></div><div></div><div></div><div></div></div> 27% <div><div></div><div></div><div></div><div></div><div></div></div> 38%					9	27	27	19	19	-18	-12	2.88	1.24	
Supervisors	16914	<div><div></div><div></div><div></div><div></div><div></div></div> 35% <div><div></div><div></div><div></div><div></div><div></div></div> 22% <div><div></div><div></div><div></div><div></div><div></div></div> 43%					8	27	22	21	22	-19	-18	2.78	1.28	
Non-Supervisors	64671	<div><div></div><div></div><div></div><div></div><div></div></div> 35% <div><div></div><div></div><div></div><div></div><div></div></div> 28% <div><div></div><div></div><div></div><div></div><div></div></div> 36%					9	27	28	18	18	-17	-11	2.90	1.23	
10n. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.																
Total Army	85615	<div><div></div><div></div><div></div><div></div><div></div></div> 66% <div><div></div><div></div><div></div><div></div><div></div></div> 16% <div><div></div><div></div><div></div><div></div><div></div></div> 18%					19	47	16	10	7	0	--	3.60	1.12	
Supervisors	17106	<div><div></div><div></div><div></div><div></div><div></div></div> 73% <div><div></div><div></div><div></div><div></div><div></div></div> 14% <div><div></div><div></div><div></div><div></div><div></div></div> 14%					22	51	14	9	5	+2	--	3.75	1.05	
Non-Supervisors	68509	<div><div></div><div></div><div></div><div></div><div></div></div> 65% <div><div></div><div></div><div></div><div></div><div></div></div> 17% <div><div></div><div></div><div></div><div></div><div></div></div> 19%					18	46	17	11	8	0	--	3.57	1.14	
10o. Employees are protected from health and safety hazards on the job.																
Total Army	85372	<div><div></div><div></div><div></div><div></div><div></div></div> 80% <div><div></div><div></div><div></div><div></div><div></div></div> 12% <div><div></div><div></div><div></div><div></div><div></div></div> 8%					27	53	12	5	3	+1	--	3.96	0.94	
Supervisors	17110	<div><div></div><div></div><div></div><div></div><div></div></div> 86% <div><div></div><div></div><div></div><div></div><div></div></div> 8% <div><div></div><div></div><div></div><div></div><div></div></div> 5%					34	53	8	3	2	+2	--	4.13	0.84	
Non-Supervisors	68262	<div><div></div><div></div><div></div><div></div><div></div></div> 78% <div><div></div><div></div><div></div><div></div><div></div></div> 13% <div><div></div><div></div><div></div><div></div><div></div></div> 9%					25	53	13	5	4	+1	--	3.91	0.95	

= % Favorable (Agree)
 = % Neither agree/disagree
 = % Unfavorable (Disagree)

-- No history data available

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%	100%	5	4	3	2	1			
PERSONAL WORK EXPERIENCES															
10p. My organization has prepared employees for potential security threats.															
Total Army	85244	81%12%7%					26	55	12	4	3	+1	--	3.99	0.88
Supervisors	17075	85%10%5					29	56	10	3	2	+1	--	4.07	0.83
Non-Supervisors	68169	80%13%7%					26	54	13	4	3	+1	--	3.96	0.89

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERFORMANCE CULTURE																
11a. The performance management system I am under improves organizational performance.																
	Total Army	77909	36% 35% 29%					7	28	35	17	11	0	-1	3.03	1.10
	Supervisors	16282	39% 32% 30%					8	31	32	19	11	0	-2	3.06	1.11
	Non-Supervisors	61627	35% 36% 29%					7	28	36	17	12	0	0	3.02	1.10
11b. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.																
	Total Army	76270	32% 26% 42%					6	26	26	21	22	0	-1	2.74	1.23
	Supervisors	16320	46% 23% 31%					8	38	23	18	13	0	-6	3.11	1.18
	Non-Supervisors	59950	28% 26% 46%					6	22	26	21	24	0	0	2.64	1.23
11c. My performance standards/expectations are directly related to my organization's mission.																
	Total Army	82024	74% 17% 9%					19	56	17	5	4	0	-1	3.81	0.92
	Supervisors	16596	80% 13% 7%					22	58	13	5	3	0	-2	3.92	0.86
	Non-Supervisors	65428	73% 18% 9%					18	55	18	5	4	0	-1	3.78	0.93
11d. My most recent performance appraisal is a fair reflection of my performance.																
	Total Army	81619	79% 11% 10%					30	48	11	5	5	+4	+2	3.93	1.04
	Supervisors	16433	82% 9% 9%					33	49	9	5	4	+7	0	4.02	0.99
	Non-Supervisors	65186	78% 12% 11%					30	48	12	5	5	+3	+3	3.91	1.05

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
PERFORMANCE CULTURE																	
11e. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.																	
Total Army	81870	69%					16%	15%	25	44	16	9	6	+5	-2	3.71	1.12
Supervisors	16496	72%					14%	14%	28	45	14	8	5	+7	-2	3.81	1.09
Non-Supervisors	65374	68%					16%	16%	24	44	16	9	7	+4	-2	3.69	1.13
11f. I receive regular performance feedback.																	
Total Army	83391	55%					20%	26%	16	38	20	15	11	+4	0	3.35	1.22
Supervisors	16685	57%					19%	24%	18	40	19	15	9	+4	-2	3.42	1.20
Non-Supervisors	66706	54%					20%	26%	16	38	20	15	11	+4	0	3.33	1.22
11g. The performance feedback I receive is useful.																	
Total Army	81845	55%					25%	20%	17	38	25	11	9	+2	-3	3.42	1.16
Supervisors	16427	57%					24%	19%	18	39	24	11	8	+3	-4	3.48	1.14
Non-Supervisors	65418	54%					25%	21%	16	38	25	11	9	+2	-2	3.40	1.17
11h. My cash awards depend on how well I perform my job.																	
Total Army	75289	45%					21%	34%	15	30	21	12	22	-4	-11	3.04	1.37
Supervisors	15781	48%					19%	33%	16	32	19	13	20	-5	-15	3.10	1.37
Non-Supervisors	59508	45%					21%	34%	15	30	21	12	22	-4	-10	3.03	1.37
11i. In my work unit, differences in performance are recognized in a meaningful way.																	
Total Army	78215	35%					26%	39%	9	26	26	18	21	-1	-7	2.84	1.27
Supervisors	16317	43%					24%	32%	11	33	24	18	15	-2	-10	3.07	1.23
Non-Supervisors	61898	33%					27%	41%	9	24	27	19	22	-1	-6	2.78	1.27

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
PERFORMANCE CULTURE																	
11j. I can influence my employees' pay to reflect performance.																	
Total Army	16123	34%23%43%					8	27	23	22	21	-8	-5	2.78	1.26		
Supervisors	16123	34%23%43%					8	27	23	22	21	-8	-5	2.78	1.26		
11k. Pay raises in my work unit depend on how well employees perform their jobs.																	
Total Army	74647	25%24%51%					7	18	24	20	31	-5	-12	2.51	1.28		
Supervisors	16131	31%22%47%					8	23	22	22	26	-7	-11	2.65	1.29		
Non-Supervisors	58516	24%25%52%					7	17	25	20	32	-4	-12	2.47	1.28		
11l. Promotions in my work unit are based on merit.																	
Total Army	74064	30%28%43%					8	22	28	16	26	-2	-14	2.68	1.28		
Supervisors	15912	44%24%31%					12	32	24	14	18	-3	-16	3.07	1.28		
Non-Supervisors	58152	26%28%46%					7	19	28	17	29	-2	-13	2.57	1.26		
11m. Personnel with recent military experience DO NOT perform better in Army civilian positions than those without recent military experience.																	
Total Army	71999	36%33%31%					15	22	33	14	17	--	--	3.03	1.27		
Supervisors	15322	38%30%32%					15	23	30	15	17	--	--	3.03	1.29		
Non-Supervisors	56677	36%34%30%					14	22	34	13	17	--	--	3.03	1.27		
11n. I am satisfied with the Army's current performance management system I work under.																	
Total Army	81535	38%32%29%					8	31	32	15	14	--	--	3.03	1.15		
Supervisors	16502	42%28%30%					8	34	28	16	14	--	--	3.06	1.17		
Non-Supervisors	65033	38%33%29%					8	30	33	15	14	--	--	3.02	1.15		

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Serious problem	Somewhat of a problem	Slight problem	Not a problem	Do not know
PERSONNEL ACTIONS						
12. Over the last 2 years, how would you rate employee turnover in your organization?						
Total Army	16716	21%	26%	21%	29%	3%
Supervisors	16716	21%	26%	21%	29%	3%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Yes	No	Do not know
PERSONNEL ACTIONS				
13. Has your organization hired any new employees in the last 2 years?				
Total Army	16728	82%	16%	2%
Supervisors	16728	82%	16%	2%



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Much lower than average	Lower than average	Average	Higher than average	Much higher than average
PERSONNEL ACTIONS						
13a. How would you rate the performance of employees hired in the last 2 years at your organization?						
Total Army	12858	2%	9%	48%	35%	6%
Supervisors	12858	2%	9%	48%	35%	6%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Yes	No
PERSONNEL ACTIONS			
13b. Over the last 2 years, have you personally hired anyone to work for you?			
Total Army	13625	60%	40%
Supervisors	13625	60%	40%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Much worse than usual	Worse than usual	About the same as usual	Better than usual	Much better than usual
PERSONNEL ACTIONS						
13c. How would you rate the quality of applicants for this position?						
Total Army	8244	2%	12%	44%	32%	11%
Supervisors	8244	2%	12%	44%	32%	11%



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SUPERVISORY AUTHORITY																
14a. I have the flexibility to use recruitment incentives.																
	Total Army	14769	13%	21%	66%			2	11	21	32	35	-7	-9	2.14	1.07
	Supervisors	14769	13%	21%	66%			2	11	21	32	35	-7	-9	2.14	1.07
14b. I have the flexibility to use relocation incentives.																
	Total Army	14729	12%	20%	68%			2	10	20	32	36	-7	-11	2.10	1.06
	Supervisors	14729	12%	20%	68%			2	10	20	32	36	-7	-11	2.10	1.06
14c. I have the flexibility to use retention incentives.																
	Total Army	14590	9%	21%	70%			1	8	21	33	37	-6	-8	2.04	1.01
	Supervisors	14590	9%	21%	70%			1	8	21	33	37	-6	-8	2.04	1.01
14d. I have the flexibility to offer student loan repayments.																
	Total Army	13991	9%	21%	71%			1	7	21	31	39	-3	-3	2.00	1.00
	Supervisors	13991	9%	21%	71%			1	7	21	31	39	-3	-3	2.00	1.00
14e. I can use pay setting flexibilities.																
	Total Army	14360	12%	21%	67%			1	10	21	30	37	-5	-7	2.09	1.05
	Supervisors	14360	12%	21%	67%			1	10	21	30	37	-5	-7	2.09	1.05
15a. It is easy to hire employees.																
	Total Army	16113	13%	15%	73%			2	11	15	31	42	-5	-11	1.99	1.07
	Supervisors	16113	13%	15%	73%			2	11	15	31	42	-5	-11	1.99	1.07

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
SUPERVISORY AUTHORITY																	
15b. It is easy to relocate employees.	Total Army	14430															
		Supervisors	14430														
	15c. It is easy to reassign employees.	Total Army	15163														
			Supervisors	15163													
15d. It is easy to reduce the size of my workforce.	Total Army	14483															
		Supervisors	14483														
	15e. It is easy to promote employees.	Total Army	15927														
			Supervisors	15927													
15f. It is easy to reward employees.		Total Army	16232														
			Supervisors	16232													

= % Favorable (Agree)
 = % Neither agree/disagree
 = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
FAIRNESS																
16a. No official in my work unit has inappropriately favored a veteran.																
Total Army	65744	66%20%14%					23	43	20	7	7	--	--	3.68	1.12	
Supervisors	14270	71%15%14%					26	45	15	7	7	--	--	3.75	1.12	
Non-Supervisors	51474	65%21%14%					22	42	21	6	8	--	--	3.65	1.12	
16b. Employees at this installation/activity are treated fairly with regard to grievances.																
Total Army	59180	53%27%20%					15	38	27	10	11	+8	+4	3.37	1.17	
Supervisors	13536	69%19%12%					20	49	19	6	6	+7	-5	3.71	1.04	
Non-Supervisors	45644	48%29%23%					14	35	29	11	12	+9	+7	3.27	1.19	
16c. Employees at this installation/activity are treated fairly with regard to appeals.																
Total Army	53313	51%33%16%					15	36	33	7	9	+9	+4	3.40	1.11	
Supervisors	12338	67%23%10%					20	47	23	5	5	+8	-5	3.72	1.00	
Non-Supervisors	40975	46%36%18%					13	32	36	8	10	+9	+7	3.30	1.12	
16d. Prohibited Personnel Practices (e.g., illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans preference requirements) are not tolerated.																
Total Army	65924	64%22%14%					23	41	22	6	8	+4	-8	3.64	1.14	
Supervisors	14920	77%14%9%					31	46	14	5	5	+3	-7	3.94	1.02	
Non-Supervisors	51004	60%24%16%					20	40	24	7	9	+4	-8	3.55	1.16	

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%	100%	5	4	3	2				
FAIRNESS															
16e. If I complain about discrimination, it will NOT be held against me.															
Total Army	62106	<div><div></div><div></div><div></div></div>					16	33	28	11	12	--	--	3.29	1.22
Supervisors	13794	<div><div></div><div></div><div></div></div>					20	40	23	9	8	--	--	3.55	1.15
Non-Supervisors	48312	<div><div></div><div></div><div></div></div>					15	31	29	11	14	--	--	3.22	1.23

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Yes	No
DISCRIMINATION			
17. During the last 12 months, have you been discriminated against (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working in the Army?			
Total Army	84349	11%	89%
Supervisors	16771	10%	90%
Non-Supervisors	67578	11%	89%
17a. If you were discriminated against, did you report the incident?			
Total Army	8996	32%	68%
Supervisors	1586	30%	70%
Non-Supervisors	7410	32%	68%



FY13 Army Civilian Attitude Survey
Total Army
Results for Employees



Item Detail	# Resp	Yes	No	Too soon to know
DISCRIMINATION				
17b. If you reported the incident, did you experience any adverse consequences?				
Total Army	2840	56%	18%	26%
Supervisors	478	55%	18%	27%
Non-Supervisors	2362	56%	19%	26%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Yes	No
HARASSMENT			
18. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working in the Army?			
Total Army	84343	7%	93%
Supervisors	16753	6%	94%
Non-Supervisors	67590	7%	93%
18a. If you were harassed, did you report the incident?			
Total Army	5982	43%	57%
Supervisors	971	43%	57%
Non-Supervisors	5011	43%	57%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Yes	No	Too soon to know
HARASSMENT				
18b. If you reported the incident, did you experience any adverse consequences?				
Total Army	1763	65%	15%	21%
Supervisors	408	58%	19%	24%
Non-Supervisors	1355	67%	13%	20%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
CAREER PLANS																
19. Suppose that you have to decide whether to continue to work for your organization. If you had to make this decision now, how likely is it that you would choose to stay?																
Total Army	84213	<div><div></div><div></div><div></div></div>					35	29	14	13	9	-5	0	3.67	1.32	
Supervisors	16697	<div><div></div><div></div><div></div></div>					36	29	12	13	9	-5	-3	3.69	1.32	
Non-Supervisors	67516	<div><div></div><div></div><div></div></div>					35	29	14	13	10	-5	+1	3.66	1.32	
20a. Do you see yourself working at your current organization one year from now?																
Total Army	77461	<div><div></div><div></div><div></div></div>					50	29	9	5	6	+2	--	4.11	1.17	
Supervisors	15386	<div><div></div><div></div><div></div></div>					54	27	7	5	6	+2	--	4.17	1.16	
Non-Supervisors	62075	<div><div></div><div></div><div></div></div>					49	30	9	5	6	+1	--	4.10	1.17	
20b. Do you see yourself working at your current organization three years from now?																
Total Army	77528	<div><div></div><div></div><div></div></div>					32	27	16	12	14	+2	--	3.50	1.40	
Supervisors	15416	<div><div></div><div></div><div></div></div>					33	25	15	12	15	+1	--	3.49	1.44	
Non-Supervisors	62112	<div><div></div><div></div><div></div></div>					31	27	16	12	14	+2	--	3.50	1.39	
20c. Do you see yourself working at your current organization five years from now?																
Total Army	80909	<div><div></div><div></div><div></div></div>					26	19	18	12	25	+2	--	3.10	1.53	
Supervisors	16028	<div><div></div><div></div><div></div></div>					26	18	16	13	27	+2	--	3.02	1.56	
Non-Supervisors	64881	<div><div></div><div></div><div></div></div>					26	19	18	12	24	+2	--	3.12	1.52	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
CAREER PLANS																	
21a. In the next 5 years, how likely is it that you will leave your organization to take another job within the DoD? *																	
Total Army	83137	<div><div></div><div></div><div></div></div>					19	17	22	22	20	+3	+1	2.93	1.39		
Supervisors	16516	<div><div></div><div></div><div></div></div>					21	17	23	22	17	-2	-4	3.02	1.38		
Non-Supervisors	66621	<div><div></div><div></div><div></div></div>					18	17	22	22	20	+5	+2	2.91	1.39		
21b. In the next 5 years, how likely is it that you will leave to take another job in the Federal government outside of the DoD? *																	
Total Army	82643	<div><div></div><div></div><div></div></div>					24	21	25	18	12	-5	-4	3.27	1.33		
Supervisors	16435	<div><div></div><div></div><div></div></div>					25	21	27	18	10	-8	-9	3.33	1.30		
Non-Supervisors	66208	<div><div></div><div></div><div></div></div>					24	21	24	18	13	-4	-3	3.26	1.34		
21c. In the next 5 years, how likely is it that you will leave the Federal government for a private sector job? *																	
Total Army	82765	<div><div></div><div></div><div></div></div>					36	23	21	12	8	-13	-5	3.66	1.30		
Supervisors	16473	<div><div></div><div></div><div></div></div>					33	22	24	14	7	-15	-7	3.62	1.25		
Non-Supervisors	66292	<div><div></div><div></div><div></div></div>					37	23	20	11	9	-12	-5	3.67	1.31		
21d. In the next 5 years, how likely is it that you will retire from Federal service? *																	
Total Army	83437	<div><div></div><div></div><div></div></div>					41	13	13	13	21	-4	+3	3.40	1.60		
Supervisors	16576	<div><div></div><div></div><div></div></div>					33	13	15	16	23	-7	0	3.16	1.58		
Non-Supervisors	66861	<div><div></div><div></div><div></div></div>					43	13	13	12	20	-3	+3	3.46	1.59		

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* Any item marked with an asterisk within this composite is phrased such that Unlikely is a FAVORABLE response and is shown under the % Favorable (Likely) category



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	No	Yes, but only within the Federal government	Yes, but only outside the Federal government	Yes, I plan to look both within and outside the Federal government	I have not decided whether to look for another job
CAREER PLANS						
22. In the coming year (the next 12 months), do you plan to look for another job?						
Total Army	83863	42%	26%	3%	16%	13%
Supervisors	16588	46%	23%	3%	16%	12%
Non-Supervisors	67275	41%	27%	2%	16%	14%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Not willing to relocate	Within my immediate area	Within my CONUS region	Within my OCONUS region	Anywhere
CAREER PLANS						
23a. Would you be willing to relocate to stay with your job if it moved?						
Total Army	83891	25%	31%	16%	4%	24%
Supervisors	16649	27%	25%	16%	6%	26%
Non-Supervisors	67242	25%	32%	16%	4%	23%
23b. Would you be willing to relocate for a career enhancing development opportunity?						
Total Army	83616	20%	28%	17%	5%	30%
Supervisors	16612	24%	23%	16%	6%	32%
Non-Supervisors	67004	19%	29%	18%	5%	30%
23c. Would you be willing to relocate to get an increase in pay?						
Total Army	83774	19%	31%	17%	4%	28%
Supervisors	16626	24%	25%	16%	5%	29%
Non-Supervisors	67148	17%	33%	18%	4%	28%
23d. Would you be willing to relocate to get a promotion?						
Total Army	83768	18%	30%	18%	4%	30%
Supervisors	16623	23%	24%	16%	5%	32%
Non-Supervisors	67145	17%	31%	18%	4%	29%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
OVERALL SATISFACTION																	
24a. Considering everything, how satisfied are you with your job																	
Total Army	82915	78%					12%	10%	29	49	12	7	3	-1	+4	3.94	0.99
Supervisors	16490	82%					10%	9%	33	49	10	6	2	-1	+4	4.04	0.94
Non-Supervisors	66425	77%					12%	11%	28	48	12	8	3	-1	+4	3.91	1.00
24b. Considering everything, how satisfied are you with your pay																	
Total Army	82648	60%					17%	24%	16	44	17	16	8	-7	-2	3.44	1.16
Supervisors	16444	66%					14%	20%	20	46	14	14	6	-6	0	3.62	1.12
Non-Supervisors	66204	58%					17%	25%	15	43	17	17	8	-7	-2	3.40	1.16
24c. Considering everything, how satisfied are you with the training you receive for your present job																	
Total Army	82750	49%					26%	25%	12	37	26	18	7	-1	--	3.28	1.10
Supervisors	16468	55%					26%	20%	13	42	26	15	4	0	--	3.43	1.04
Non-Supervisors	66282	48%					26%	26%	11	36	26	19	8	-1	--	3.25	1.12
24d. Considering everything, how satisfied are you with the recognition you receive for doing a good job																	
Total Army	82643	49%					23%	28%	14	35	23	18	10	0	-4	3.24	1.20
Supervisors	16434	53%					22%	24%	15	38	22	16	8	0	-5	3.36	1.16
Non-Supervisors	66209	48%					23%	29%	13	34	23	18	11	0	-3	3.21	1.21
24e. Considering everything, how satisfied are you with your involvement in decisions that affect your work																	
Total Army	82697	52%					23%	26%	14	37	23	17	9	-1	--	3.31	1.17
Supervisors	16446	62%					18%	21%	19	43	18	14	7	-1	--	3.53	1.14
Non-Supervisors	66251	49%					24%	27%	13	36	24	17	9	-1	--	3.26	1.17

■ = % Favorable (Satisfied) ■ = % Neither satisfied/dissatisfied ■ = % Unfavorable (Dissatisfied)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
OVERALL SATISFACTION																
24f. Considering everything, how satisfied are you with your opportunities to be innovative or expand the scope of your job																
Total Army	82626	<div><div></div><div></div><div></div></div>					14	35	26	17	8	-2	-3	3.30	1.15	
Supervisors	16428	<div><div></div><div></div><div></div></div>					18	41	22	13	6	-2	-1	3.52	1.11	
Non-Supervisors	66198	<div><div></div><div></div><div></div></div>					13	34	27	17	9	-2	-3	3.25	1.15	
24g. Considering everything, how satisfied are you with your opportunity to get a better job in your organization																
Total Army	82783	<div><div></div><div></div><div></div></div>					7	22	32	23	15	-3	0	2.83	1.15	
Supervisors	16463	<div><div></div><div></div><div></div></div>					9	26	35	20	11	-2	+2	3.03	1.11	
Non-Supervisors	66320	<div><div></div><div></div><div></div></div>					7	21	32	23	17	-3	-1	2.78	1.16	
24h. Considering everything, how satisfied are you with your opportunities for promotion																
Total Army	82638	<div><div></div><div></div><div></div></div>					6	20	30	25	18	-4	-5	2.71	1.16	
Supervisors	16432	<div><div></div><div></div><div></div></div>					7	25	33	22	13	-3	-3	2.91	1.13	
Non-Supervisors	66206	<div><div></div><div></div><div></div></div>					6	19	30	26	20	-4	-5	2.66	1.16	
24i. Considering everything, how satisfied are you with management at your organization																
Total Army	82630	<div><div></div><div></div><div></div></div>					12	34	23	17	14	0	-3	3.14	1.24	
Supervisors	16426	<div><div></div><div></div><div></div></div>					15	39	21	15	10	0	-4	3.33	1.20	
Non-Supervisors	66204	<div><div></div><div></div><div></div></div>					12	33	24	18	14	0	-3	3.10	1.24	

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
OVERALL SATISFACTION																
24j. Considering everything, how satisfied are you with the information you receive from management on what's going on in your organization																
Total Army	82683	<div><div></div><div></div><div></div></div>					13	36	22	16	13	+2	--	3.21	1.23	
Supervisors	16452	<div><div></div><div></div><div></div></div>					17	41	19	14	9	+1	--	3.41	1.19	
Non-Supervisors	66231	<div><div></div><div></div><div></div></div>					12	34	23	17	13	+2	--	3.15	1.23	
24k. Considering everything, how satisfied are you with policies and practices of your senior leaders																
Total Army	82575	<div><div></div><div></div><div></div></div>					12	33	26	16	13	+1	-1	3.15	1.21	
Supervisors	16424	<div><div></div><div></div><div></div></div>					14	37	22	16	11	+1	-1	3.27	1.21	
Non-Supervisors	66151	<div><div></div><div></div><div></div></div>					11	32	27	16	14	+1	0	3.12	1.21	

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
OVERALL SATISFACTION																	
25a. I would recommend that others pursue a career as a civilian with this organization.																	
Total Army	81844	56%					22%	22%	20	36	22	10	12	-10	-2	3.42	1.24
Supervisors	16372	60%					20%	20%	21	39	20	10	11	-10	-4	3.50	1.23
Non-Supervisors	65472	55%					23%	22%	19	36	23	10	12	-10	-2	3.41	1.24
25b. I would recommend that others pursue a career as a civilian with the Army.																	
Total Army	81339	72%					17%	11%	28	44	17	5	6	-12	--	3.83	1.07
Supervisors	16273	73%					15%	12%	28	45	15	6	6	-12	--	3.82	1.09
Non-Supervisors	65066	71%					18%	11%	28	44	18	5	6	-12	--	3.83	1.06

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
QUALITY OF WORK LIFE																
26a. Considering everything, how satisfied are you with the opportunity you have to Telework																
Total Army	83115	<div><div>24%</div><div>45%</div><div>30%</div></div>					7	17	45	15	15	0	--	2.86	1.10	
Supervisors	16499	<div><div>26%</div><div>44%</div><div>29%</div></div>					7	20	44	16	13	0	--	2.91	1.06	
Non-Supervisors	66616	<div><div>24%</div><div>45%</div><div>31%</div></div>					8	16	45	15	16	-1	--	2.85	1.11	
26b. Considering everything, how satisfied are you with Alternative Work Schedules																
Total Army	82888	<div><div>51%</div><div>28%</div><div>21%</div></div>					18	33	28	11	10	-4	--	3.38	1.19	
Supervisors	16445	<div><div>49%</div><div>29%</div><div>22%</div></div>					14	34	29	13	9	-1	--	3.32	1.15	
Non-Supervisors	66443	<div><div>52%</div><div>28%</div><div>21%</div></div>					19	33	28	11	10	-5	--	3.39	1.19	
26c. Considering everything, how satisfied are you with Health and Wellness Programs (e.g., exercise, medical screening, quit smoking programs)																
Total Army	83082	<div><div>45%</div><div>36%</div><div>18%</div></div>					12	34	36	11	7	-5	--	3.32	1.06	
Supervisors	16482	<div><div>48%</div><div>34%</div><div>18%</div></div>					11	37	34	11	6	-4	--	3.35	1.03	
Non-Supervisors	66600	<div><div>45%</div><div>37%</div><div>19%</div></div>					12	33	37	11	8	-5	--	3.31	1.06	
26d. Considering everything, how satisfied are you with Employee Assistance Program (EAP)																
Total Army	82802	<div><div>36%</div><div>55%</div><div>10%</div></div>					8	27	55	5	5	-7	--	3.30	0.87	
Supervisors	16449	<div><div>44%</div><div>47%</div><div>9%</div></div>					10	34	47	5	4	-6	--	3.41	0.88	
Non-Supervisors	66353	<div><div>34%</div><div>56%</div><div>10%</div></div>					8	25	56	5	5	-8	--	3.27	0.87	


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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
QUALITY OF WORK LIFE																
26e. Considering everything, how satisfied are you with Child Care Programs (e.g., daycare, parenting classes, parenting support groups)																
Total Army	82863	<div><div></div><div></div><div></div></div>					6	14	71	4	5	-12	--	3.12	0.77	
Supervisors	16456	<div><div></div><div></div><div></div></div>					6	17	67	4	5	-11	--	3.16	0.80	
Non-Supervisors	66407	<div><div></div><div></div><div></div></div>					6	14	72	4	5	-12	--	3.11	0.76	
26f. Considering everything, how satisfied are you with Elder Care Programs (e.g., support groups, speakers)																
Total Army	82730	<div><div></div><div></div><div></div></div>					3	10	78	4	5	-9	--	3.03	0.68	
Supervisors	16438	<div><div></div><div></div><div></div></div>					3	11	76	5	5	-9	--	3.01	0.69	
Non-Supervisors	66292	<div><div></div><div></div><div></div></div>					3	10	78	4	5	-9	--	3.04	0.68	

 = % Favorable (Satisfied)
  = % Neither satisfied/dissatisfied
  = % Unfavorable (Dissatisfied)



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
QUALITY OF WORK LIFE																	
27a. I know who to talk with about work related problems.																	
Total Army	81411	73%					14%	13%	21	52	14	7	6	--	--	3.75	1.04
Supervisors	16340	80%					11%	9%	24	56	11	5	4	--	--	3.91	0.94
Non-Supervisors	65071	71%					15%	14%	20	52	15	8	6	--	--	3.71	1.06
27b. The design of my organization helps me complete my work efficiently.																	
Total Army	82363	50%					24%	26%	12	38	24	15	11	--	--	3.25	1.18
Supervisors	16420	52%					22%	26%	13	39	22	15	11	--	--	3.28	1.19
Non-Supervisors	65943	49%					25%	26%	12	37	25	15	11	--	--	3.24	1.18
27c. I feel appreciated by management for the efforts I make to do my work.																	
Total Army	82201	52%					20%	28%	16	36	20	13	15	--	--	3.26	1.29
Supervisors	16353	58%					18%	24%	18	40	18	12	12	--	--	3.39	1.25
Non-Supervisors	65848	51%					20%	29%	15	35	20	14	15	--	--	3.22	1.29

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
YOUR ORGANIZATION																	
28. Overall, how well prepared is your organization to perform its mission?																	
Total Army	82169	70%20%10%					21	49	20	8	2	-3	-2	3.79	0.94		
Supervisors	16307	73%18%10%					22	51	18	8	2	-3	-3	3.83	0.92		
Non-Supervisors	65862	69%21%10%					21	48	21	8	2	-3	-1	3.78	0.94		
29a. How well does your organization reward good work performance.																	
Total Army	78656	33%30%37%					9	23	30	21	16	-2	--	2.88	1.20		
Supervisors	16179	35%33%32%					9	26	33	19	13	-4	--	3.00	1.15		
Non-Supervisors	62477	32%30%39%					9	23	30	21	17	-2	--	2.85	1.22		
29b. How well does your organization discipline/correct poor work performance.																	
Total Army	71223	20%27%53%					5	15	27	28	24	0	--	2.48	1.16		
Supervisors	15541	23%32%45%					5	18	32	28	17	0	--	2.67	1.10		
Non-Supervisors	55682	20%25%55%					5	14	25	29	27	0	--	2.43	1.17		
29c. How well does your organization link pay to performance.																	
Total Army	72718	21%27%53%					5	16	27	27	25	-1	--	2.48	1.17		
Supervisors	15519	21%29%50%					4	17	29	28	22	-2	--	2.54	1.13		
Non-Supervisors	57199	21%26%53%					5	15	26	27	26	-1	--	2.46	1.18		
29d. How well does your organization promote good communication between supervisors and employees.																	
Total Army	80344	39%30%31%					11	28	30	17	15	+2	--	3.04	1.21		
Supervisors	16164	45%32%23%					12	34	32	14	10	+4	--	3.24	1.12		
Non-Supervisors	64180	37%30%33%					11	26	30	17	16	+2	--	2.99	1.22		

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
YOUR ORGANIZATION																	
29e. How well does your organization ensure individual performance supports organizational mission effectiveness.																	
Total Army	77920	<div><div></div><div></div><div></div></div>					10	29	35	15	10	0	--	3.13	1.11		
Supervisors	16074	<div><div></div><div></div><div></div></div>					10	34	36	13	7	0	--	3.26	1.04		
Non-Supervisors	61846	<div><div></div><div></div><div></div></div>					10	28	35	15	11	0	--	3.10	1.13		
29f. How well does your organization attract new employees.																	
Total Army	69677	<div><div></div><div></div><div></div></div>					7	22	35	20	16	-4	--	2.84	1.15		
Supervisors	15227	<div><div></div><div></div><div></div></div>					6	22	36	21	15	-4	--	2.85	1.11		
Non-Supervisors	54450	<div><div></div><div></div><div></div></div>					7	21	35	20	16	-4	--	2.84	1.16		
29g. How well does your organization fill vacancies.																	
Total Army	73851	<div><div></div><div></div><div></div></div>					4	13	26	25	32	-2	--	2.33	1.18		
Supervisors	15784	<div><div></div><div></div><div></div></div>					4	14	28	27	27	+2	--	2.41	1.14		
Non-Supervisors	58067	<div><div></div><div></div><div></div></div>					5	13	25	25	33	-3	--	2.31	1.18		
29h. How well does your organization link individual and organizational performance.																	
Total Army	73242	<div><div></div><div></div><div></div></div>					7	22	35	21	15	-1	--	2.85	1.13		
Supervisors	15687	<div><div></div><div></div><div></div></div>					6	25	37	20	11	+1	--	2.96	1.07		
Non-Supervisors	57555	<div><div></div><div></div><div></div></div>					7	21	35	21	16	-1	--	2.82	1.14		
29i. How well does your organization compensate me for the hours of work that I perform.																	
Total Army	80652	<div><div></div><div></div><div></div></div>					14	30	32	11	12	--	--	3.24	1.18		
Supervisors	16247	<div><div></div><div></div><div></div></div>					12	28	30	15	15	--	--	3.07	1.22		
Non-Supervisors	64405	<div><div></div><div></div><div></div></div>					15	31	33	11	11	--	--	3.29	1.17		

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
YOUR ORGANIZATION																
29j. How well does your organization provide career counseling.																
Total Army	75143	<div><div></div><div></div><div></div></div>					6	16	28	27	24	-1	--	2.52	1.17	
Supervisors	15574	<div><div></div><div></div><div></div></div>					5	17	31	26	20	+1	--	2.62	1.14	
Non-Supervisors	59569	<div><div></div><div></div><div></div></div>					6	15	27	27	25	-1	--	2.50	1.18	
29k. How well does your organization provide counseling, information, or training on employee wellness (e.g., employee assistance/physical fitness programs).																
Total Army	74934	<div><div></div><div></div><div></div></div>					7	20	34	20	18	+2	--	2.79	1.17	
Supervisors	15618	<div><div></div><div></div><div></div></div>					7	22	37	19	14	+5	--	2.89	1.12	
Non-Supervisors	59316	<div><div></div><div></div><div></div></div>					7	20	33	21	19	+1	--	2.77	1.18	

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	I telework on a regular basis (at least one entire work day a week)	I telework infrequently (less than one entire work day a week)	I DO NOT telework because I have to be physically present on the job	I DO NOT telework because I have technical issues	I DO NOT telework because I am not allowed to	I DO NOT telework because I choose not to telework
YOUR ORGANIZATION							
30. Please select the response below that best describes your telework situation.							
Total Army	79730	4%	8%	39%	3%	36%	10%
Supervisors	15760	2%	9%	43%	3%	33%	9%
Non-Supervisors	63970	5%	8%	38%	3%	36%	10%



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
31a. How well does the Human Resources Office support you to process personnel actions (e.g., pay, promotions, benefits) accurately and in a timely manner.																
Total Army	73267	<div><div></div><div></div><div></div></div>					13	27	35	13	12	+1	-7	3.16	1.18	
Supervisors	15520	<div><div></div><div></div><div></div></div>					11	26	34	15	14	+1	-7	3.05	1.19	
Non-Supervisors	57747	<div><div></div><div></div><div></div></div>					14	27	35	12	12	+1	-7	3.19	1.18	
31b. How well does the Human Resources Office support you to provide customer-focused service.																
Total Army	70511	<div><div></div><div></div><div></div></div>					12	26	34	14	13	0	-1	3.11	1.18	
Supervisors	15279	<div><div></div><div></div><div></div></div>					11	26	34	16	13	0	-3	3.06	1.17	
Non-Supervisors	55232	<div><div></div><div></div><div></div></div>					13	26	34	14	13	+1	-1	3.13	1.18	
31c. How well does the Human Resources Office support you to provide guidance and program assistance on family-friendly quality of work/life issues.																
Total Army	61399	<div><div></div><div></div><div></div></div>					10	24	35	17	15	-1	0	2.99	1.18	
Supervisors	13353	<div><div></div><div></div><div></div></div>					9	24	36	18	13	-2	-1	2.97	1.14	
Non-Supervisors	48046	<div><div></div><div></div><div></div></div>					11	24	34	16	15	0	0	2.99	1.20	
31d. How well does the Human Resources Office support you to provide counseling, information, or training on retirement and benefits.																
Total Army	66481	<div><div></div><div></div><div></div></div>					10	23	34	17	16	+2	-6	2.95	1.19	
Supervisors	14222	<div><div></div><div></div><div></div></div>					9	23	35	18	15	+2	-6	2.93	1.16	
Non-Supervisors	52259	<div><div></div><div></div><div></div></div>					10	23	34	17	16	+3	-5	2.95	1.20	

■ = % Favorable (Well) ■ = % Adequately ■ = % Unfavorable (Poorly)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
31e. How well does the Human Resources Office support you to provide training in supervisory/management skills.																
	Total Army	14978	29% 36% 35%					8	22	36	21	14	+1	--	2.89	1.12
	Supervisors	14978	29% 36% 35%					8	22	36	21	14	+1	--	2.89	1.12
31f. How well does the Human Resources Office support you to explain and provide training in the way Civilian Human Resources functions including its processes and responsibilities.																
	Total Army	14673	27% 34% 40%					7	20	34	24	15	+3	-3	2.78	1.13
	Supervisors	14673	27% 34% 40%					7	20	34	24	15	+3	-3	2.78	1.13
31g. How well does the Human Resources Office support you to provide advice on assessing employees' competencies/skills so that they are matched to appropriate jobs.																
	Total Army	14143	26% 35% 39%					7	19	35	23	16	+2	-3	2.77	1.13
	Supervisors	14143	26% 35% 39%					7	19	35	23	16	+2	-3	2.77	1.13
31h. How well does the Human Resources Office support you to provide advice on how to enhance employee productivity by accurately assessing employee performance.																
	Total Army	14017	24% 34% 42%					6	18	34	25	17	+2	0	2.72	1.13
	Supervisors	14017	24% 34% 42%					6	18	34	25	17	+2	0	2.72	1.13
31i. How well does the Human Resources Office support you to provide advice on compensation/pay options to attract and retain employees.																
	Total Army	13726	23% 31% 46%					6	17	31	26	20	0	-7	2.63	1.15
	Supervisors	13726	23% 31% 46%					6	17	31	26	20	0	-7	2.63	1.15

■ = % Favorable (Well) ■ = % Adequately ■ = % Unfavorable (Poorly)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
SATISFACTION with CIVILIAN HUMAN RESOURCES																	
31j. How well does the Human Resources Office support you to provide advice on recognizing employees and granting awards to them.																	
Total Army	14331	26%34%40%					7	19	34	23	17	0	-6	2.75	1.15		
Supervisors	14331	26%34%40%					7	19	34	23	17	0	-6	2.75	1.15		
31k. How well does the Human Resources Office support you to provide advice on dealing with "problem" employees.																	
Total Army	14435	32%34%34%					9	23	34	18	16	+1	-8	2.91	1.18		
Supervisors	14435	32%34%34%					9	23	34	18	16	+1	-8	2.91	1.18		
32a. How well does the Human Resources Office support you to Provide advice on how to determine your future workforce requirements, including establishing an effective staffing/hiring/succession planning strategy.																	
Total Army	12753	21%33%46%					5	16	33	26	20	+1	-1	2.60	1.13		
Supervisors	12753	21%33%46%					5	16	33	26	20	+1	-1	2.60	1.13		
32b. How well does the Human Resources Office support you to Assist in identifying human capital goals and objectives for strategic plans and/or annual performance/budget plans.																	
Total Army	12141	21%33%46%					5	15	33	27	20	0	-3	2.60	1.12		
Supervisors	12141	21%33%46%					5	15	33	27	20	0	-3	2.60	1.12		
32c. How well does the Human Resources Office support you to Provide workforce data/reports for decision making.																	
Total Army	12095	22%34%45%					6	16	34	26	19	0	-5	2.64	1.12		
Supervisors	12095	22%34%45%					6	16	34	26	19	0	-5	2.64	1.12		

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
SATISFACTION with CIVILIAN HUMAN RESOURCES																	
32d. How well does the Human Resources Office support you to Provide advice on succession planning.																	
Total Army	11850	20%32%49%					5	14	32	28	21	0	-4	2.55	1.12		
Supervisors	11850	20%32%49%					5	14	32	28	21	0	-4	2.55	1.12		
32e. How well does the Human Resources Office support you to Provide advice on effective organization/position structure (including duties and grades/pay bands), as well as how to develop a business case for resourcing new organizational structures.																	
Total Army	12113	21%33%46%					6	15	33	26	20	0	-5	2.60	1.13		
Supervisors	12113	21%33%46%					6	15	33	26	20	0	-5	2.60	1.13		
32f. How well does the Human Resources Office support you to Provide advice for identifying recruitment sources and issues.																	
Total Army	12656	24%36%40%					6	18	36	23	17	0	-9	2.72	1.12		
Supervisors	12656	24%36%40%					6	18	36	23	17	0	-9	2.72	1.12		
32g. How well does the Human Resources Office support you to Assist me in finding quality applicants by tapping identified recruitment sources.																	
Total Army	12850	23%36%41%					6	17	36	23	18	0	-6	2.71	1.13		
Supervisors	12850	23%36%41%					6	17	36	23	18	0	-6	2.71	1.13		
32h. How well does the Human Resources Office support you to Refer high quality candidates.																	
Total Army	13664	24%40%36%					6	18	40	21	15	0	-7	2.80	1.08		
Supervisors	13664	24%40%36%					6	18	40	21	15	0	-7	2.80	1.08		

■ = % Favorable (Well) ■ = % Adequately ■ = % Unfavorable (Poorly)



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
32i. How well does the Human Resources Office support you to Referring a reasonable number of candidates for vacancies																
	Total Army	13717	29%	45%	26%			7	22	45	15	11	-1	-11	2.98	1.05
	Supervisors	13717	29%	45%	26%			7	22	45	15	11	-1	-11	2.98	1.05
32j. How well does the Human Resources Office support you to Refer candidates for vacancies in a reasonable amount of time.																
	Total Army	13774	26%	37%	37%			7	19	37	20	17	+1	-13	2.79	1.13
	Supervisors	13774	26%	37%	37%			7	19	37	20	17	+1	-13	2.79	1.13
32k. How well does the Human Resources Office support you to Keep me informed of the status of personnel action requests (e.g., vacancies, establishing positions).																
	Total Army	13841	27%	35%	39%			7	19	35	21	18	+1	-12	2.77	1.16
	Supervisors	13841	27%	35%	39%			7	19	35	21	18	+1	-12	2.77	1.16
32l. How well does the Human Resources Office support you to Provide employment information to new hires.																
	Total Army	12977	31%	41%	28%			8	22	41	16	13	--	--	2.98	1.11
	Supervisors	12977	31%	41%	28%			8	22	41	16	13	--	--	2.98	1.11

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
33a. The Civilian Human Resources Agency (CHRA) online resources tools are easy to use.																
Total Army	14157	<div><div></div><div></div><div></div></div>					6	35	32	16	10	--	--	3.11	1.07	
Supervisors	14157	<div><div></div><div></div><div></div></div>					6	35	32	16	10	--	--	3.11	1.07	
33b. Overall, I am satisfied with the timeliness of personnel services I receive.																
Total Army	74797	<div><div></div><div></div><div></div></div>					11	36	28	13	12	+2	-5	3.20	1.17	
Supervisors	15445	<div><div></div><div></div><div></div></div>					6	32	28	18	15	-2	-8	2.96	1.17	
Non-Supervisors	59352	<div><div></div><div></div><div></div></div>					12	37	28	12	11	+4	-4	3.26	1.16	
33c. Overall, I am satisfied with the quality of personnel services I receive.																
Total Army	74570	<div><div></div><div></div><div></div></div>					11	36	28	13	12	+2	-5	3.21	1.16	
Supervisors	15480	<div><div></div><div></div><div></div></div>					7	33	29	17	14	-3	-8	3.01	1.16	
Non-Supervisors	59090	<div><div></div><div></div><div></div></div>					12	37	28	12	11	+4	-4	3.26	1.16	

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Yes	No	Do not know
ORGANIZATIONAL INFORMATION				
34a. Has your organization been identified for A-76/Outsourcing				
Total Army	82298	3%	27%	70%
Supervisors	15897	4%	45%	50%
Non-Supervisors	66401	3%	23%	74%
34b. Has your organization been identified for other orders impacting location (specify below).				
Total Army	81993	4%	21%	75%
Supervisors	15801	6%	37%	58%
Non-Supervisors	66192	3%	18%	79%



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%	100%	5	4	3	2				
ORGANIZATIONAL INFORMATION															
35. My decision to continue a long-term career as a public servant is swayed by issues such as employee value, downsizing, pay and performance.															
Total Army	82411	<div><div>8%23%</div><div>68%</div></div>					2	6	23	36	32	--	--	2.11	1.00
Supervisors	16228	<div><div>8%19%</div><div>73%</div></div>					2	6	19	37	35	--	--	2.03	0.99
Non-Supervisors	66183	<div><div>8%24%</div><div>67%</div></div>					2	6	24	36	31	--	--	2.12	1.00

■ = % Favorable (Disagree) ■ = % Neither agree/disagree ■ = % Unfavorable (Agree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
CONDITIONS FOR ENGAGEMENT																
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																
Total Army	87927	45%24%31%					12	32	24	18	13	-3	-5	3.13	1.22	
Supervisors	16796	52%23%25%					14	38	23	16	9	-3	-7	3.33	1.16	
Non-Supervisors	71131	43%24%32%					12	31	24	19	14	-3	-4	3.09	1.23	
3e. Managers communicate the goals and priorities of the organization.																
Total Army	87926	62%18%20%					16	46	18	13	8	-2	--	3.50	1.14	
Supervisors	16811	70%15%14%					20	50	15	10	5	-2	--	3.71	1.04	
Non-Supervisors	71115	60%19%22%					15	44	19	13	8	-2	--	3.45	1.15	
5c. Supervisors/Team Leaders in my work unit support employee development.																
Total Army	87238	70%15%15%					29	41	15	8	6	-2	+2	3.78	1.13	
Supervisors	17559	78%12%9%					32	47	12	6	3	-2	-1	3.97	0.98	
Non-Supervisors	69679	68%16%16%					28	40	16	9	7	-2	+3	3.73	1.16	
5f. My supervisor listens to what I have to say.																
Total Army	87784	74%13%14%					33	40	13	7	7	0	--	3.87	1.15	
Supervisors	17617	79%11%10%					38	40	11	6	5	+1	--	4.02	1.07	
Non-Supervisors	70167	72%13%15%					32	40	13	8	7	0	--	3.83	1.17	
10a. My work gives me a feeling of personal accomplishment.																
Total Army	86288	77%11%11%					31	47	11	6	5	-1	--	3.92	1.05	
Supervisors	17211	83%8%8%					37	46	8	5	3	-2	--	4.09	0.97	
Non-Supervisors	69077	76%12%12%					29	47	12	7	5	-1	--	3.88	1.07	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
CONDITIONS FOR ENGAGEMENT																
10f. My talents are used well in the workplace.																
Total Army	85815	63%17%21%					24	39	17	12	9	-2	--	3.57	1.22	
Supervisors	17167	73%13%14%					31	42	13	9	6	-2	--	3.83	1.13	
Non-Supervisors	68648	60%18%22%					22	38	18	12	10	-2	--	3.50	1.24	
10i. I feel encouraged to come up with better ways of doing things.																
Total Army	85824	57%20%23%					21	36	20	13	10	-4	--	3.45	1.23	
Supervisors	17183	67%17%17%					27	40	17	10	7	-4	--	3.70	1.16	
Non-Supervisors	68641	54%21%25%					19	35	21	14	11	-4	--	3.38	1.25	
10k. I know what is expected of me on the job.																
Total Army	85933	81%11%9%					28	53	11	5	3	0	--	3.97	0.95	
Supervisors	17140	82%10%8%					30	52	10	5	3	0	--	4.01	0.93	
Non-Supervisors	68793	80%11%9%					28	53	11	5	3	0	--	3.96	0.95	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev	
		0	20	40	60	80	100	5	4	3	2								1
HCF - LEADERSHIP & KNOWLEDGE MANAGEMENT																			
3a. Managers/Supervisors/Team Leaders work well with employees of different backgrounds.																			
Total Army	87860	69%16%15%					22	47	16	9	6	-3	-6	+4	+3	+6	3.70	1.09	
Supervisors	16880	83%918					29	53	9	5	2	-2	-1	+18	+17	+20	4.02	0.90	
Non-Supervisors	70980	66%17%17%					20	46	17	10	7	-3	-7	+1	0	+3	3.62	1.11	
3b. I have a high level of respect for my organization’s senior leaders.																			
Total Army	88365	58%19%23%					19	38	19	13	10	-3	-2	+1	0	+4	3.44	1.22	
Supervisors	16841	64%17%19%					23	41	17	11	8	-3	-4	+7	+6	+10	3.61	1.18	
Non-Supervisors	71524	56%20%24%					18	38	20	13	10	-3	-2	-1	-2	+2	3.40	1.23	
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																			
Total Army	87927	45%24%31%					12	32	24	18	13	-3	-5	-1	-1	+2	3.13	1.22	
Supervisors	16796	52%23%25%					14	38	23	16	9	-3	-7	+6	+6	+9	3.33	1.16	
Non-Supervisors	71131	43%24%32%					12	31	24	19	14	-3	-4	-3	-3	0	3.09	1.23	
3e. Managers communicate the goals and priorities of the organization.																			
Total Army	87926	62%18%20%					16	46	18	13	8	-2	--	0	-1	0	3.50	1.14	
Supervisors	16811	70%15%14%					20	50	15	10	5	-2	--	+8	+7	+8	3.71	1.04	
Non-Supervisors	71115	60%19%22%					15	44	19	13	8	-2	--	-2	-3	-2	3.45	1.15	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev	
		0	20	40	60	80	100	5	4	3	2								1
HCF - LEADERSHIP & KNOWLEDGE MANAGEMENT																			
3g. Managers review and evaluate the organization's progress toward meeting its goals and objectives.																			
Total Army	83891	62% 22% 16%					15	47	22	10	6	-2	--	0	-1	0	3.56	1.05	
Supervisors	16585	70% 18% 12					18	52	18	9	4	-2	--	+8	+7	+8	3.71	0.97	
Non-Supervisors	67306	61% 23% 17%					15	46	23	11	6	-2	--	-1	-2	-1	3.53	1.06	
5e. I have trust and confidence in my supervisor.																			
Total Army	87823	67% 15% 18%					31	36	15	9	9	-2	--	+1	0	+1	3.71	1.24	
Supervisors	17610	73% 13 14					35	38	13	8	6	0	--	+7	+6	+7	3.88	1.16	
Non-Supervisors	70213	66% 16% 19%					30	36	16	9	10	-2	--	0	-1	0	3.67	1.26	
5h. Overall, my immediate supervisor/team leader is doing a good job.																			
Total Army	87722	72% 14 14					34	37	14	7	7	-1	0	+4	+3	+4	3.84	1.18	
Supervisors	17606	77% 12 11					38	38	12	6	5	0	0	+9	+8	+9	3.99	1.09	
Non-Supervisors	70116	70% 15% 15%					33	37	15	8	8	-1	0	+2	+1	+2	3.81	1.19	
10j. My workload is reasonable.																			
Total Army	85820	62% 15% 23%					16	47	15	13	10	-2	--	+1	0	+3	3.45	1.19	
Supervisors	17141	56% 14 30%					14	42	14	17	13	-2	--	-5	-6	-3	3.27	1.27	
Non-Supervisors	68679	64% 15% 21%					16	48	15	12	9	-2	--	+3	+2	+5	3.50	1.16	
10o. Employees are protected from health and safety hazards on the job.																			
Total Army	85372	80% 12 8					27	53	12	5	3	+1	--	-1	-2	+3	3.96	0.94	
Supervisors	17110	86% 8 5					34	53	8	3	2	+2	--	+5	+4	+9	4.13	0.84	
Non-Supervisors	68262	78% 13 9					25	53	13	5	4	+1	--	-3	-4	+1	3.91	0.95	

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FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev		
		0	20	40	60	80	100	5	4	3	2								1	
HCF - LEADERSHIP & KNOWLEDGE MANAGEMENT																				
10p. My organization has prepared employees for potential security threats.																				
Total Army	85244	81%					12	7	26	55	12	4	3	+1	--	-2	-4	+3	3.99	0.88
Supervisors	17075	85%					10	5	29	56	10	3	2	+1	--	+2	0	+7	4.07	0.83
Non-Supervisors	68169	80%					13	7	26	54	13	4	3	+1	--	-3	-5	+2	3.96	0.89
24j. Considering everything, how satisfied are you with the information you receive from management on what's going on in your organization																				
Total Army	82683	49%					22%	29%	13	36	22	16	13	+2	--	-1	-1	+1	3.21	1.23
Supervisors	16452	57%					19%	23%	17	41	19	14	9	+1	--	+7	+7	+9	3.41	1.19
Non-Supervisors	66231	47%					23%	30%	12	34	23	17	13	+2	--	-3	-3	-1	3.15	1.23
24k. Considering everything, how satisfied are you with policies and practices of your senior leaders																				
Total Army	82575	45%					26%	29%	12	33	26	16	13	+1	-1	-2	-2	+2	3.15	1.21
Supervisors	16424	51%					22%	27%	14	37	22	16	11	+1	-1	+4	+4	+8	3.27	1.21
Non-Supervisors	66151	43%					27%	29%	11	32	27	16	14	+1	0	-4	-4	0	3.12	1.21
HCF - RESULTS-ORIENTED PERFORMANCE CULTURE																				
5a. Discussions with my supervisor about my performance are worthwhile.																				
Total Army	87325	67%					16%	17%	26	41	16	10	7	-2	+6	+5	+4	+5	3.69	1.17
Supervisors	17520	71%					15%	14	28	43	15	9	6	-1	+5	+9	+8	+9	3.79	1.11
Non-Supervisors	69805	66%					16%	18%	26	41	16	10	8	-2	+7	+4	+3	+4	3.66	1.19

= % Favorable (Agree)
 = % Neither agree/disagree
 = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev		
		0	20	40	60	80	100	5	4	3	2								1	
HCF - RESULTS-ORIENTED PERFORMANCE CULTURE																				
5b. My supervisor supports my need to balance work and family issues.																				
Total Army	87171	82%					11	8	41	41	11	4	4	0	--	+4	+3	+5	4.11	1.00
Supervisors	17506	84%					10	6	43	41	10	4	3	+1	--	+6	+5	+7	4.18	0.94
Non-Supervisors	69665	81%					11	8	40	41	11	4	4	0	--	+3	+2	+4	4.09	1.01
10c. Creativity and innovation are rewarded.																				
Total Army	85175	47%					24%	29%	16	31	24	17	13	-2	-2	+7	+6	+8	3.21	1.26
Supervisors	17134	54%					23%	24%	20	34	23	15	9	-3	-8	+14	+13	+15	3.41	1.21
Non-Supervisors	68041	45%					24%	31%	15	30	24	17	14	-2	0	+5	+4	+6	3.16	1.26
10e. I know how my work relates to the organization's goals and priorities.																				
Total Army	85807	86%					9	5	39	47	9	3	2	-1	--	+2	+2	+2	4.18	0.86
Supervisors	17162	91%					6		48	43	6	2	1	-1	--	+7	+7	+7	4.34	0.78
Non-Supervisors	68645	85%					10	5	37	48	10	3	2	-1	--	+1	+1	+1	4.14	0.88
10g. The people I work with cooperate to get the job done.																				
Total Army	85994	73%					14	13	27	46	14	8	5	-1	--	0	-1	0	3.81	1.08
Supervisors	17173	79%					11	10	32	48	11	6	4	-1	--	+6	+5	+6	3.98	0.99
Non-Supervisors	68821	71%					15	14	25	46	15	8	6	-1	--	-2	-3	-2	3.76	1.10
10h. Employees have a feeling of personal empowerment with respect to work processes.																				
Total Army	84630	51%					24%	25%	16	36	24	15	10	-2	--	+1	+2	+6	3.31	1.20
Supervisors	17049	62%					19%	18%	20	43	19	12	7	-2	--	+12	+13	+17	3.57	1.13
Non-Supervisors	67581	48%					25%	27%	15	34	25	15	11	-2	--	-2	-1	+3	3.25	1.21

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev	
		0	20	40	60	80	100	5	4	3	2	1							
HCF - RESULTS-ORIENTED PERFORMANCE CULTURE																			
10n. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.																			
Total Army	85615	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><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■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev
		0	20	40	60	80	100	5	4	3	2	1						
HCF - RESULTS-ORIENTED PERFORMANCE CULTURE																		
11k. Pay raises in my work unit depend on how well employees perform their jobs.																		
Total Army	74647	<div><div></div><div></div><div></div></div>					7	18	24	20	31	-5	-12	+2	+3	+3	2.51	1.28
Supervisors	16131	<div><div></div><div></div><div></div></div>					8	23	22	22	26	-7	-11	+8	+9	+9	2.65	1.29
Non-Supervisors	58516	<div><div></div><div></div><div></div></div>					7	17	25	20	32	-4	-12	+1	+2	+2	2.47	1.28
11l. Promotions in my work unit are based on merit.																		
Total Army	74064	<div><div></div><div></div><div></div></div>					8	22	28	16	26	-2	-14	-3	-4	-4	2.68	1.28
Supervisors	15912	<div><div></div><div></div><div></div></div>					12	32	24	14	18	-3	-16	+11	+10	+10	3.07	1.28
Non-Supervisors	58152	<div><div></div><div></div><div></div></div>					7	19	28	17	29	-2	-13	-7	-8	-8	2.57	1.26
24d. Considering everything, how satisfied are you with the recognition you receive for doing a good job																		
Total Army	82643	<div><div></div><div></div><div></div></div>					14	35	23	18	10	0	-4	+1	0	+1	3.24	1.20
Supervisors	16434	<div><div></div><div></div><div></div></div>					15	38	22	16	8	0	-5	+5	+4	+5	3.36	1.16
Non-Supervisors	66209	<div><div></div><div></div><div></div></div>					13	34	23	18	11	0	-3	0	-1	0	3.21	1.21
HCF - TALENT MANAGEMENT																		
3f. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.																		
Total Army	87844	<div><div></div><div></div><div></div></div>					20	52	14	9	4	-1	--	-1	0	+1	3.76	1.01
Supervisors	16813	<div><div></div><div></div><div></div></div>					23	55	12	8	3	-1	--	+4	+5	+6	3.87	0.94
Non-Supervisors	71031	<div><div></div><div></div><div></div></div>					20	52	15	9	5	-1	--	-2	-1	0	3.73	1.02

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev	
		0	20	40	60	80	100	5	4	3	2								1
HCF - TALENT MANAGEMENT																			
5c. Supervisors/Team Leaders in my work unit support employee development.																			
Total Army	87238	70%15%15%					29	41	15	8	6	-2	+2	+4	+3	+5	3.78	1.13	
Supervisors	17559	78%129					32	47	12	6	3	-2	-1	+12	+11	+13	3.97	0.98	
Non-Supervisors	69679	68%16%16%					28	40	16	9	7	-2	+3	+2	+1	+3	3.73	1.16	
6a. My training needs are assessed.																			
Total Army	87197	53%23%25%					12	41	23	16	8	-5	--	-3	-3	0	3.32	1.13	
Supervisors	17505	56%22%22%					12	44	22	15	6	+1	--	0	0	+3	3.41	1.09	
Non-Supervisors	69692	52%23%25%					12	41	23	16	9	-7	--	-4	-4	-1	3.29	1.14	
6e. I am given a real opportunity to improve my skills in my organization.																			
Total Army	87529	47%24%29%					12	36	24	17	11	-6	--	-18	-19	-16	3.19	1.19	
Supervisors	17536	56%22%21%					14	42	22	14	7	-5	--	-9	-10	-7	3.42	1.12	
Non-Supervisors	69993	45%24%30%					11	34	24	18	12	-6	--	-20	-21	-18	3.14	1.20	
10f. My talents are used well in the workplace.																			
Total Army	85815	63%17%21%					24	39	17	12	9	-2	--	0	0	+3	3.57	1.22	
Supervisors	17167	73%1314					31	42	13	9	6	-2	--	+10	+10	+13	3.83	1.13	
Non-Supervisors	68648	60%18%22%					22	38	18	12	10	-2	--	-3	-3	0	3.50	1.24	
10m. My work unit is able to recruit people with the right skills.																			
Total Army	81585	35%27%38%					9	27	27	19	19	-18	-12	-8	-9	-9	2.88	1.24	
Supervisors	16914	35%22%43%					8	27	22	21	22	-19	-18	-8	-9	-9	2.78	1.28	
Non-Supervisors	64671	35%28%36%					9	27	28	18	18	-17	-11	-8	-9	-9	2.90	1.23	

■ = % Favorable (Agree) ■ = % Neither agree/disagree ■ = % Unfavorable (Disagree)



FY13 Army Civilian Attitude Survey

Total Army

Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev	
		0	20	40	60	80	100	5	4	3	2	1							
HCF - TALENT MANAGEMENT																			
24c. Considering everything, how satisfied are you with the training you receive for your present job																			
Total Army	82750	49%26%25%					12	37	26	18	7	-1	--	-5	-6	-5	3.28	1.10	
Supervisors	16468	55%26%20%					13	42	26	15	4	0	--	+1	0	+1	3.43	1.04	
Non-Supervisors	66282	48%26%26%					11	36	26	19	8	-1	--	-6	-7	-6	3.25	1.12	
HCF - JOB SATISFACTION																			
10a. My work gives me a feeling of personal accomplishment.																			
Total Army	86288	77%1111					31	47	11	6	5	-1	--	+3	+4	+5	3.92	1.05	
Supervisors	17211	83%88					37	46	8	5	3	-2	--	+9	+10	+11	4.09	0.97	
Non-Supervisors	69077	76%1212					29	47	12	7	5	-1	--	+2	+3	+4	3.88	1.07	
10b. I like the kind of work I do.																			
Total Army	86171	86%96					40	46	9	4	2	-1	--	0	+2	+2	4.18	0.89	
Supervisors	17193	90%6					47	43	6	3	1	-1	--	+4	+6	+6	4.32	0.80	
Non-Supervisors	68978	85%96					38	46	9	4	2	-1	--	-1	+1	+1	4.15	0.90	
10d. The work I do is important.																			
Total Army	85693	90%7					47	43	7	2	1	-1	--	-1	-1	-1	4.33	0.78	
Supervisors	17123	94%1					55	39	4	1	1	-1	--	+3	+3	+3	4.47	0.69	
Non-Supervisors	68570	89%7					45	44	7	2	1	-1	--	-2	-2	-2	4.30	0.80	

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FY13 Army Civilian Attitude Survey Total Army Results for Employees



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov- Wide	Mean	Std Dev	
		0	20	40	60	80	100	5	4	3	2	1							
HCF - JOB SATISFACTION																			
24a. Considering everything, how satisfied are you with your job																			
Total Army	82915	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>78%1210</div>					29	49	12	7	3	-1	+4	+9	+9	+10	3.94	0.99	
Supervisors	16490	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>82%109</div>					33	49	10	6	2	-1	+4	+13	+13	+14	4.04	0.94	
Non-Supervisors	66425	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>77%1211</div>					28	48	12	8	3	-1	+4	+8	+8	+9	3.91	1.00	
24b. Considering everything, how satisfied are you with your pay																			
Total Army	82648	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>60%17%24%</div>					16	44	17	16	8	-7	-2	+1	+1	+1	3.44	1.16	
Supervisors	16444	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>66%1420%</div>					20	46	14	14	6	-6	0	+7	+7	+7	3.62	1.12	
Non-Supervisors	66204	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>58%17%25%</div>					15	43	17	17	8	-7	-2	-1	-1	-1	3.40	1.16	
24e. Considering everything, how satisfied are you with your involvement in decisions that affect your work																			
Total Army	82697	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>52%23%26%</div>					14	37	23	17	9	-1	--	-3	-3	0	3.31	1.17	
Supervisors	16446	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>62%18%21%</div>					19	43	18	14	7	-1	--	+7	+7	+10	3.53	1.14	
Non-Supervisors	66251	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>49%24%27%</div>					13	36	24	17	9	-1	--	-6	-6	-3	3.26	1.17	
24g. Considering everything, how satisfied are you with your opportunity to get a better job in your organization																			
Total Army	82783	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>29%32%38%</div>					7	22	32	23	15	-3	0	-6	-7	-7	2.83	1.15	
Supervisors	16463	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>35%35%30%</div>					9	26	35	20	11	-2	+2	0	-1	-1	3.03	1.11	
Non-Supervisors	66320	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>28%32%40%</div>					7	21	32	23	17	-3	-1	-7	-8	-8	2.78	1.16	

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